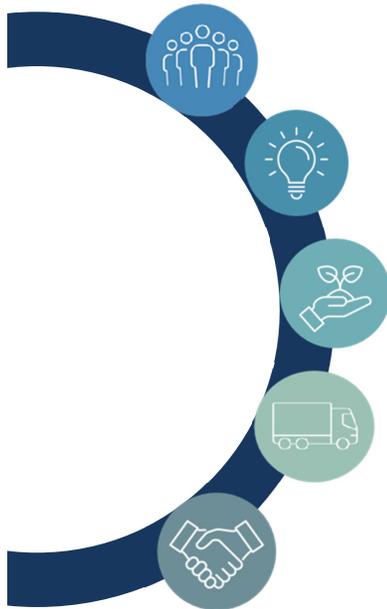


Sustainability

2025 Sustainability Highlights

Leggett & Platt



Our People

- Foster a positive, engaging, and inclusive culture
- Enhance our safety culture

Innovative Products

- Reduce environmental impacts of our products across their lifecycle
- Improve chemical management in our business

The Environment

- Demonstrate our ongoing commitment to environmental responsibility
- Reduce greenhouse gas (GHG) emissions

Innovative Products

- Improve performance of our fleet
- Maintain ethical and responsible sourcing practices

Business Ethics & Governance

- Uphold high standards of ethical conduct
- Maintain a high-functioning and effective Board of Directors and Executive Leadership Team



Our People

Foster a positive, engaging, and inclusive culture

- In 2024, we supported our W:ISE employee resource group and provided training programs throughout our businesses and operations. More than 900 leaders participated in People First – a training series aimed at building essential habits of a positive and engaging culture.
- We developed the Foundational Leadership program for first-time people leaders.
- We launched LPVoice – our first global employee engagement survey – and received more than 8,000 responses.

Enhance our safety culture

- Our comprehensive health and safety management system, SafeGuard, supports workplace safety.
- For the past three years, we've outperformed industry benchmarks, maintaining a lower global incident rate and fewer lost day occurrences across our operations.

Innovative Products



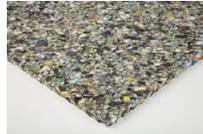
Reduce environmental impacts of our products across their lifecycle

Automotive



Our lightweight components help to reduce overall vehicle weight, improve fuel efficiency, and reduce noise

Flooring Products



Our carpet underlay products make a direct contribution towards LEED green building certification for our customers

Geo Components



Our innovative solution, the Terra Tex® Bio Fence, is designed to minimize plastic waste at job sites by replacing traditional plastic silt fences

U.S. Spring



Our mattress innersprings contain 94% recycled scrap steel content

Specialty Foam



We are pioneering bio-based formulas as a potential solution to reduce the amount of petroleum products in mattress foams

Improve chemical management within our business

- We hold important product certifications, including:
 - ✓ **CertiPUR-US certification** for our Specialty Foam products
 - ✓ **Carpet and Rug Institute Green Label-plus certification** for carpet cushion products in our Flooring Products business.
- In 2024, we engaged a third party to assess our chemical management program and assist in designing aspirational processes, roles, systems, and needs related to the review, approval, procurement, inventory optimization, and regulatory compliance of chemicals.

The Environment



Demonstrate our ongoing commitment to environmental responsibility

- We have 24 facilities certified to ISO 14001, primarily within our Automotive and Hydraulic Cylinders businesses.
- Dust created from our rod mill's electric arc furnace is processed in a kiln where zinc and heavy metals are recovered. In 2024, approximately 1,700 tons of zinc were reclaimed with the remaining kiln by-product used by the cement industry as a raw material.
- In 2024, we conducted our third global water use inventory, including withdrawal, discharge, and consumption from all facilities.

Reduce greenhouse gas emissions

- In 2024, we initiated compilation of our first Scope 3 emissions inventory, which we anticipate completing by the end of 2025.
- We are striving toward a goal of upgrading 1/3 of our U.S. fleet to new and more efficient sleeper tractors in 2025.
- As a member of the Global Steel Climate Council, our Steel Rod business has committed to reduce greenhouse gas emissions from Scope 1, Scope 2, and upstream Scope 3 categories.



¹ At the end of 2024, our total GHG emissions, measured using a market-based approach, were approximately 21% less than our combined Scope 1 and 2 GHG emissions over the baseline year of 2019, which was due, in significant part, to the decrease of production over the same period.

² Market-based Scope 2 emissions are used to assess emission reduction progress. Scope 1 and 2 calculations included the following gases: Carbon dioxide, methane, nitrous oxide.

Supply Chain Management

Leggett & Platt



Improve performance of our fleet

- We are a long-standing, fully certified and validated member of the CTPAT program. We are both a domestic and foreign manufacturer member of the CTPAT program and have been participating in the program since its inception.
- We maintain a comprehensive Supply Chain Risk Management program to identify opportunities and address potential risk. Through our third-party risk-monitoring platform, we systemically monitor varying risk criteria, including financial, sustainability, and operational risks.

Maintain ethical and responsible sourcing practices

- Improving our global logistics performance is an important factor in our supply chain management efforts, and we continue to make progress toward our goal to improve our logistics and network efficiency.
- Collectively, all modes of our domestic and international logistics showed a reduction in emissions by 2.4%¹ over the previous year. We also decreased our global logistics carbon intensity through concerted efforts by using more efficient modes of transportation.

¹ Data calculated using Net Zero Action Green Freight Handbook CO₂ emission factors (netzeroaction.org). This includes international and domestic air, ocean, and land freight for shipments billed to our locations only.

Business Ethics & Governance

Leggett & Platt

Maintain a high-functioning and effective Board of Directors and Executive Leadership team

- Our Board reviews evolving corporate governance best practices, changing regulatory requirements, and shareholder feedback and makes changes it believes are in the best interest of Leggett & Platt and its stakeholders.
- We recognize the value of cultivating a Board with a diverse mix of opinions, perspectives, skills, experiences, and backgrounds, which we believe enhances the decision-making process and achievement of our long-term strategy.
- As of May 2025, 7 of our 8 directors were independent, and 5 of our 7 independent directors were diverse by race/ethnicity or gender.

Uphold high standards of ethical conduct

- Every year, we provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met.
- Through our Ethics Hotline, our employees, suppliers, and customers are all empowered, without fear of retaliation or punishment, to raise questions or concerns about our operations and business practices and are encouraged to report behaviors that they believe may violate the law or Company policy.



Through the years, Leggett & Platt has earned a reputation for honesty and integrity. Our long history of high-quality earnings, financial transparency and conservative accounting practices evidence fundamental values held throughout the company. These values are reflected in our policies and shape our practices as we strive to maintain the confidence and trust of our shareholders, customers, and employees.

Our Corporate Governance Principles

The Board of Directors and management of Leggett & Platt are committed to solid principles of good governance. The Board-approved **Corporate Governance Guidelines** formalize that commitment. The Board evaluates these guidelines at least annually in consideration of evolving standards of corporate governance.

Board Composition and Leadership

Leggett's Board is made up of eight directors, seven of whom are independent as defined by the rules of the New York Stock Exchange. Karl Glassman serves as Board Chairman and Robert Brunner serves as the independent Lead Director. Our independent directors regularly meet without management present.

All of our key Board committees consist solely of independent directors. The Board of Directors has standing committees for **Audit, Human Resources and Compensation**, and **Nominating, Governance and Sustainability**, which operate under written charters approved by the Board.

Commitment to Ethical Conduct

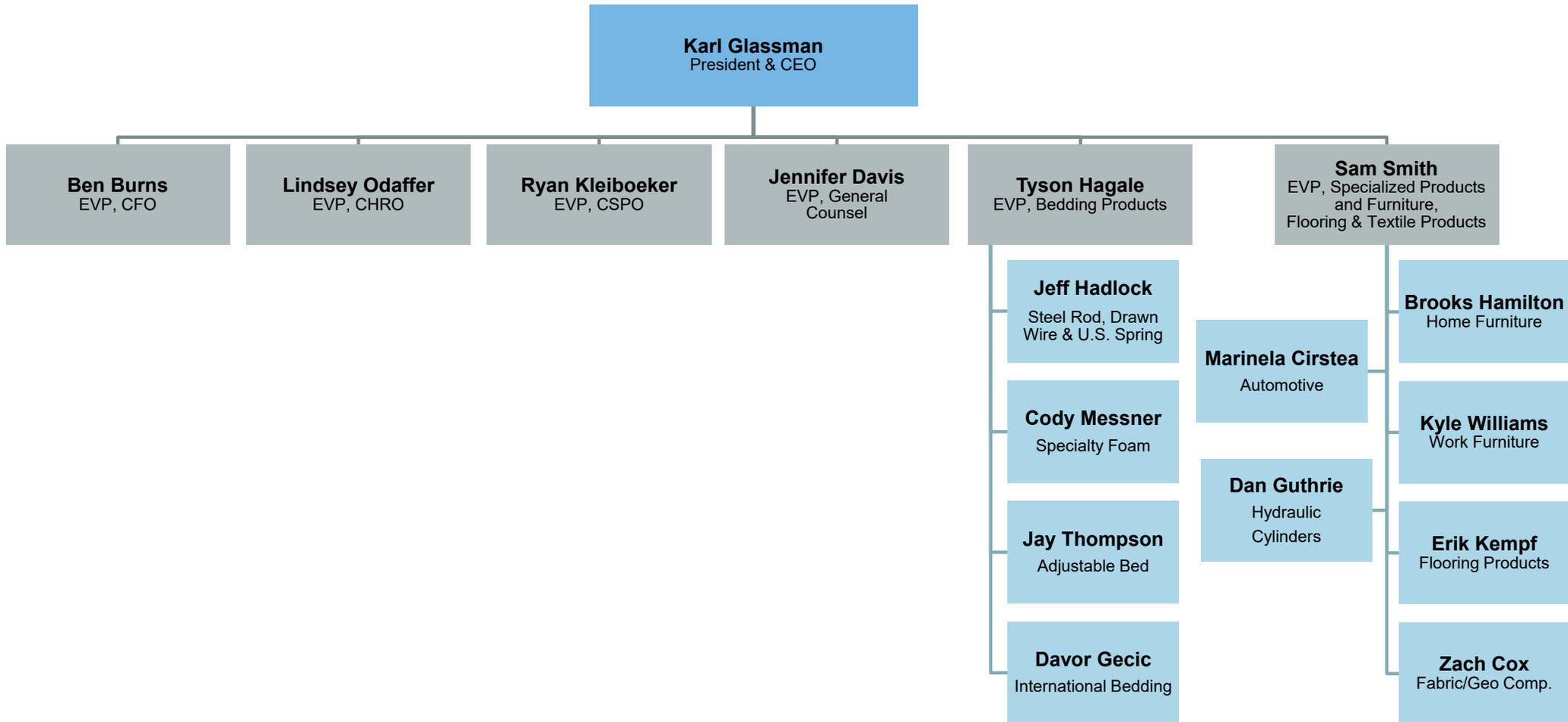
Companies are known by the reputation their directors and employees earn. Through the years, Leggett has set a high standard for honesty, integrity, and ethical conduct. In addition to continuously promoting an atmosphere for ethical conduct, the Board has adopted a **Code of Business Conduct & Ethics** that applies to all directors, officers, and employees. The Board also has adopted a **Code of Ethics for Financial Officers**.

Additional Information Available on Our Website

You will find these documents in the Governance section of Leggett's website at www.leggett.com/governance.

- Articles of Incorporation
- Bylaws
- An overview of each of the Board committees
- Charters for each of the Board committees
- Code of Business Conduct and Ethics
- Financial Code of Ethics
- Corporate Governance Guidelines
- Independence Standards for Directors
- Director Nomination Procedure
- Instructions about How to Contact the Audit Committee and the Board

LEGGETT & PLATT ORGANIZATION CHART



Directors of Leggett & Platt, Incorporated

December 2025



Angela Barbee, 59, was Senior Vice President–Technology and Global R&D of Weber Inc., a manufacturer of charcoal, gas, pellet, and electric outdoor grills and accessories, from 2021 until 2022. She previously served as Vice President–Advance Development, Global Kitchen & Bath Group of Kohler Company, from 2020 to 2021, and as Vice President–New Product Development and Engineering, Global Faucets from 2018 to 2020. Ms. Barbee served as Director–Global Creative Design Operations of General Motors from 2013 to 2017, and in various other capacities since 1994. Ms. Barbee holds a bachelor’s degree in mechanical engineering from Wayne State University, a master’s degree in mechanical engineering from Purdue University, and has completed the Executive Education Program in the Ross Business School at the University of Michigan. She was first elected as a director of the Company in 2022.



Robert E. Brunner, 68, Lead Director, was the Executive Vice President of Illinois Tool Works, Inc. (ITW), a multi-industrial manufacturer of advanced industrial technology, from 2006 until his retirement in 2012. He previously served ITW as President–Global Auto beginning in 2005 and President–North American Auto from 2003. He serves as the independent Board Chair of Lindsay Corporation and previously served as a director of NN, Inc. Mr. Brunner holds a degree in finance from the University of Illinois and an MBA from Baldwin-Wallace University. He was first elected as a director of the Company in 2009.



Mary Campbell, 58, served as President, vCommerce Ventures of Qurate Retail, Inc., from 2022 until her retirement at the end of 2023. Qurate Retail is comprised of a select group of retail brands and is a leader in video commerce, and a leader in mobile and social commerce. During her more than 20 years with the company, she has served as Chief Content, Digital, and Platforms Officer of QxH, a segment of Qurate, from 2021 to 2022, Chief Merchandising Officer of Qurate Retail Group and Chief Commerce Officer of QVC US from 2018 to 2021, Chief Merchandising and Interactive Officer in 2018, Chief Interactive Experience Officer from 2017 to 2018, and Executive Vice President, Commerce Platforms for QVC from 2014 to 2017. She serves as a director of Kontoor Brands, Inc. Ms. Campbell holds a bachelor’s degree in psychology from Central Connecticut State University. She was first elected as a director of the Company in 2019.



Karl G. Glassman, 67, Chairman, was appointed President and Chief Executive Officer in May 2024. He served as the Company’s Executive Chairman of the Board from 2022 until May 2023 and was first appointed Chairman of the Board in 2020, a position he continues to hold. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982. Mr. Glassman holds a degree in business management and finance from California State University–Long Beach. He previously served on the Board of Directors of the National Association of Manufacturers. He was first elected as a director of the Company in 2002.



Joseph W. McClanathan, 73, served as President and Chief Executive Officer of the Household Products Division of Energizer Holdings, Inc., a manufacturer of portable power solutions, from 2007 through his retirement in 2012. He previously served as President and Chief Executive Officer of the Energizer Battery Division from 2004 to 2007, President–North America from 2002 to 2004, and as Vice President–North America from 2000 to 2002. He serves as a director of Brunswick Corporation. Mr. McClanathan holds a degree in management from Arizona State University. He was first elected as a director of the Company in 2005.



Srikanth Padmanabhan, 61, served as Executive Vice President and President, Operations Cummins Inc., a global manufacturer of engines and power solutions from 2024 through his retirement in April 2025. He previously served as President of its Engine segment from 2016 to 2023, Vice President–Engine Business from 2014 to 2016, Vice President and General Manager of Emission Solutions from 2008 to 2014, and in various other capacities since 1991. Mr. Padmanabhan holds a degree in mechanical engineering from the National Institute of Technology, a doctorate in mechanical engineering from Iowa State University, and completed the Advanced Management Program at Harvard Business School. He was first elected as a director of the Company in 2018.



Jai Shah, 59, serves as a Group President of Masco Corporation, a Fortune 500 global leader in the design, manufacture, and distribution of branded home improvement and building products. He previously served as President of Delta Faucet Company, a Masco business unit, from 2014 to 2018, Vice President and Chief Human Resource Officer from 2012 to 2014, and in various other capacities at Masco since 2003. Mr. Shah is a Certified Public Accountant and holds bachelor's and master's degrees in accounting from the University of Waterloo and an MBA from the University of Michigan. He was first elected as a director of the Company in 2019.



Phoebe A. Wood, 72, has been a principal in CompaniesWood, a consulting firm specializing in early stage investments, since 2008. She served as Vice Chairman and Chief Financial Officer, and in other capacities at Brown-Forman Corporation from 2001 until 2008. Ms. Wood previously held various positions at Atlantic Richfield Company from 1976 to 2000. Ms. Wood has also served as Chief Executive Officer of KirtleyWood LLC, a board advisory firm, since January 2025. Ms. Wood is a director of Invesco, Ltd. and previously served as a director of Pioneer Natural Resources. She holds a degree in psychology from Smith College and an MBA from UCLA. She was first elected as a director of the Company in 2005.

Key Board Committees:

Audit	Wood (Chair), Barbee, Campbell, Padmanabhan, Shah
Human Resources and Compensation	Shah (Chair), Barbee, Brunner, Campbell, McClanathan
Nominating, Governance and Sustainability	McClanathan (Chair), Brunner, Padmanabhan, Wood

Management, Leggett & Platt, Incorporated December 2025



Karl G. Glassman, 67, President and Chief Executive Officer

Karl Glassman was appointed President and Chief Executive Officer in 2024 and Board Chairman in 2020. He served as the Company's Executive Chairman of the Board until his retirement in May 2023. He previously served the Company as Chief Executive Officer from 2016 to 2021, President from 2013 to 2019, Executive Vice President from 2002 to 2013, Chief Operating Officer from 2006 to 2015, President of the Residential Furnishings Segment from 1999 to 2006, Senior Vice President from 1999 to 2002, and in various capacities since 1982.



Benjamin M. Burns, 48, Executive Vice President and Chief Financial Officer

Ben Burns was appointed Executive Vice President and Chief Financial Officer in June 2023. He previously served as Executive Vice President–Business Support Services since February 2023, as Senior Vice President–Business Support Services in 2022, Vice President–Business Support Services from 2019 to 2022, Vice President, Treasurer from 2017 to 2019, Vice President, Internal Audit & Due Diligence from 2012 to 2017, and in various other auditing capacities since 2003.



Jennifer J. Davis, 50, Executive Vice President–General Counsel

Jennifer Davis was appointed Executive Vice President–General Counsel in January 2024. She previously served as Vice President–Deputy General Counsel from 2020 to 2023, as Deputy General Counsel from 2015 to 2020, and as Associate General Counsel and Chief Litigation Counsel from 2012 to 2022, and in various other legal roles since 2006. Prior to joining the Company, she practiced law at Stinson LLP.



J. Tyson Hagale, 48, Executive Vice President, President–Bedding Products

Tyson Hagale was appointed Executive Vice President, President–Bedding Products in February 2023. He previously served as Senior Vice President, President–Bedding Products from 2021 to 2023, Commercial Vice President for Domestic Bedding from 2020 to 2021, President of the Home Furniture Group in 2020, President of the Furniture Hardware Division from 2018 to 2020, and in various roles of increasing responsibility in the Company's bedding and furniture businesses since 2011. He joined Leggett in 2001 as a member of the Corporate Development Department and served in a variety of financial and strategic roles during his first ten years with the Company.



Ryan M. Kleiboeker, 47, Executive Vice President–Chief Strategic Planning Officer

Ryan Kleiboeker was appointed Executive Vice President–Chief Strategic Planning Officer in February 2024. He previously served as Senior Vice President–Chief Strategic Planning Officer from 2023 to 2024, Vice President–Corporate Development and Financial Planning since 2020, held roles within the Company's operations from 2016 to 2020, including Director of Finance and Business Development for the Specialized and Furniture, Flooring, and Textile Products segments, and served as Director of Corporate Development in 2015 and in various other roles since 2005. Prior to joining the Company, he held positions at KPMG LLC and Citadel LLC.



Lindsey N. Odaffer, 43, Executive Vice President–Chief Human Resources Officer

Lindsey Odaffer was appointed Executive Vice President–Chief Human Resources Officer in January 2025. She previously served as Vice President, Financial Support Services in 2024, Vice President, Internal Audit/Due Diligence from 2017 to 2023, and in various other internal audit roles of increasing responsibility since 2005.



R. Samuel Smith, Jr., 57, Executive Vice President, President–Specialized Products and Furniture, Flooring & Textile Products

Sam Smith was appointed Executive Vice President–Specialized Products and Furniture, Flooring & Textile Products in February 2025. He previously served as Executive Vice President, President–Furniture, Flooring & Textile Products since April 2024, President–Home Furniture, from 2020 to 2024, VP Operations–Home Furniture from 2019 to 2020, VP Operations–Seating & Distribution from 2018 to 2019, and General Manager of our Matrex division, a Home Furniture operation from 2014 to 2018. Prior to joining the Company, he held various leadership, sales, and engineering roles at other manufacturing and service companies.



Tammy M. Trent, 59, Senior Vice President–Chief Accounting Officer

Tammy Trent was appointed Senior Vice President in 2017 and has served as Chief Accounting Officer since 2015. She previously served as Vice President from 2015 to 2017 and Staff Vice President, Financial Reporting from 2007 to 2015. She has served the Company in a series of progressively more responsible financial capacities since 1998.
