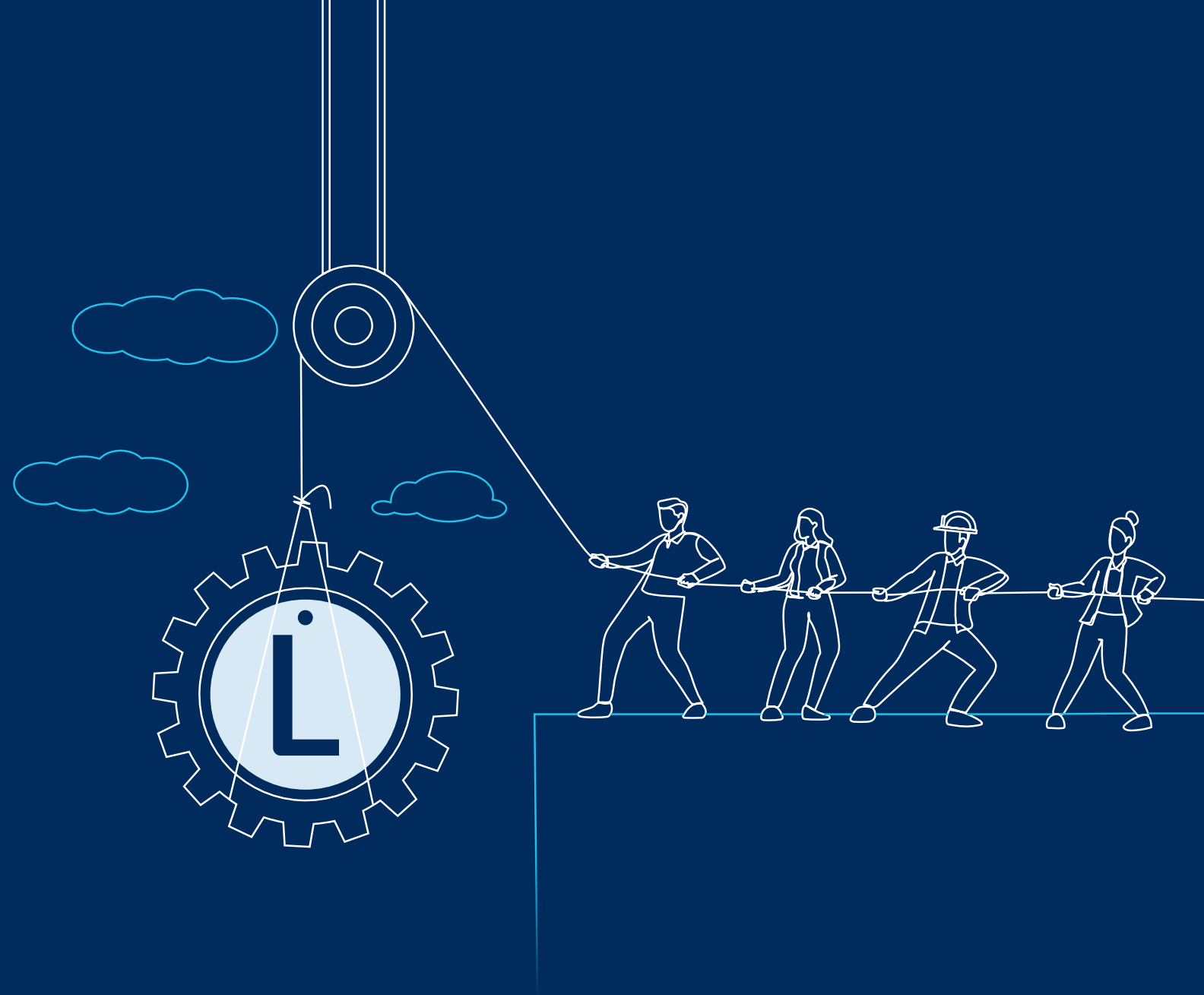


InVision

A look **inside**.
A look **ahead**.



Resilient and Resolute



**Pulling together for
future success.**

Resilience: Looking Back to Looking Forward

Just over three years ago, the pandemic began to move across the globe at a rate that felt overwhelming. We were confronted with unknowns in almost every aspect of our work and personal lives. It seemed like we might never catch up, or we just might run out of energy trying. Across Leggett & Platt, you showed determination and agility at levels we'd never seen before. You were doing great work together across businesses, regions, time zones, functions, languages, and cultures. We witnessed your remarkable creativity, your desire to put people first and keep others safe, and your ability to manage through an ever-changing outlook.

Today, we are moving beyond the pandemic but finding the future is not as clear as we had hoped. We're operating in an environment of macroeconomic challenges, dynamic geopolitical conditions, and economic uncertainties. Yet together we have learned that unknowns present us with opportunity. We have learned how to be resilient.

Think for a moment about what resilience has enabled us to do. You offered great ideas on how we could include more voices in our decision-making processes through our first employee engagement survey, and we plan to conduct a global survey in 2024. We launched our first Employee Resource Group focused on Women and open to anyone interested in joining. Our environmental, social, and governance efforts matured as we added resources and continued building our baseline of data for future improvements across the company. Our HR and IT functions are being reimaged around key functional competencies and continue to partner with our business teams to ensure alignment with business objectives. Our business units have focused on the impact of change to their strategies and made key modifications to respond and thrive in the future. It is all incredible and inspiring to witness.

Very recently, I was able to participate in meaningful roundtable discussions with employees at several branches. We started out focusing on the topic of safety, but the discussions transitioned to what employees felt was working well at the branches and what could be better. The conversations were authentic and proactive. They helped us as leaders better understand how we can help enable improvements. And as the team and I reflected at the end of our travel, we were impressed by the care and candor of our people. It is abundantly clear that together, at every level of the organization, we share a desire to build Leggett & Platt for success in the future.

Thank you for being **resilient** and **resolute** in everything you do.

My best,

Steve Henderson
EVP & President of Specialized Products and Furniture,
Flooring & Textile Products



Managing Change at L&P: Meet the Organizational Change Management Team

“Change is the only constant” are wise words once written by Ancient Greek philosopher, Heraclitus. Many might agree that we experience a lot of change at work. Technology is improving, cultural and social climates are evolving, and markets are constantly in flux.

Change can be challenging, and many factors like time, cost, scale, and magnitude determine whether the outcome of a change will be successful. Our internal Organizational Change Management (OCM) team helps us navigate the path of change management. With so many activities happening across L&P, it's more important than ever that we're open to change to stay competitive and offer the best experiences for our employees.

The Many Sides of Change

Change management is a structured process to guide and support an organization as it implements significant changes. There are multiple facets to managing change: the technical side, usually characterized by technology and software solutions; the process side, defining new or updated business processes and procedures; and the people side, focused on equipping leaders and teams to succeed through change.



Lynn Werner

Lynn Werner, Manager of Change Excellence, engages with strategic initiatives across the company. She emphasizes the importance of the people side of change at L&P: “When changes involve people, and most do, those people must often modify their behavior for the change to work. Our OCM team examines the different ways people will be impacted by change and responds to that. Not only do we want the change to be implemented successfully, but we also want to ensure that the people involved are well informed and prepared.”

Vision for Change

The vision for change at L&P began about four years ago, when we identified the need to improve processes and technology primarily within our Automotive and Bedding businesses. That's also when change management originated as a function within L&P. Since then, we've discovered more areas that could benefit from change management support, such as updating HR and IT tools and processes and building upon our workplace culture.



Demian Waller

“Our team helps bring the vision for change to life,” says Demian Waller, Change Management Specialist. “Developing strategies and helping leaders better understand the impacts of the changes that affect their people is at the heart of what we do. We want everyone to be successful, and we want the change to make a positive impact.”

Putting It into Practice

Once leaders share a vision for change, they must then strategize with the OCM team. The team decides what level of engagement to provide a project by assessing the size, scope, and complexity and the risk or value it represents for L&P. Depending on that balance, they determine whether the effort requires full, hands-on engagement, regular coaching, or intermittent consulting.

Lori Pylar, Manager of Change Excellence, says, “When we partner with project leaders, it's our job to ask questions like: Do people know about the change? Do they have the willingness, training, and ability to do it? Will they do it even when it is inconvenient to do so? Are leaders adequately prepared to provide direction and feedback? If the answer is no or we're not sure, then work must be done to manage the change.”

The OCM team has been involved with several strategic projects across L&P:

- L&P Values
- Inclusion, Diversity, and Equity (ID&E) efforts and People First
- Environmental, Health, and Safety activities
- Human Capital Management System
- Bedding – Enterprise Resource Planning (ERP)
- AX2012 – Microsoft D365 Upgrade
- Automotive Business Process Transformation (BPT)

Leggett & Platt®

Creating a strong change management strategy begins with understanding seven critical elements:

01

Vision for change

Establishing what success looks like



02

Sponsorship

Providing clear executive and onsite stewardship



03

Resistance mitigation

Identifying and resolving obstacles before they become barriers



04

Leadership

Setting clear expectations and driving results



05

Communication

Clearly expressing who must do what and when, where, and why



06

Training

Developing and delivering a training strategy and materials for current and future employees



07

Reinforcement

Monitoring and providing feedback when it works and when it doesn't



Future State

Moving forward, the goal of the OCM team is to increase change capabilities throughout L&P, which leads to greater adoption. They're delivering best practices and developing tools to help project leaders and their teams navigate change successfully.

Research shows that when a change is well managed, impacted employees have a greater sense of self-determination, personal success, and mastery – and when the people behind the change are successful, the entire organization succeeds, too.

Change Management in Action

Lori Pylar leads change management for Leggett & Platt Automotive's Business Process Transformation (BPT) program. She uses the OCM team's seven elements of change to help guide the program through a structured process.

For example, at the start of BPT, the focus was on improving the strategy to communicate with leaders, project stakeholders, and end users – when to communicate, how to communicate, and with whom. Next, the focus was on developing a strategy for training that included a more comprehensive package of sustainable learning materials – e-learning modules and user guides.



Lori Pylar

The focus now is leadership. “My objective is to help leaders understand and address the impact of the change within their teams,” Lori says. “This is critical so they can effectively lead their team's transition from previous branch-centric ways of working to new systems and consistent global processes.”

With each project, there is an opportunity to refine the approach. “For Leggett & Platt Automotive, the heart of change is to adapt and improve,” Lori adds. “That's what we constantly work toward in BPT.”

L&P Bedding:

Innovating Products for a Sustainable Tomorrow

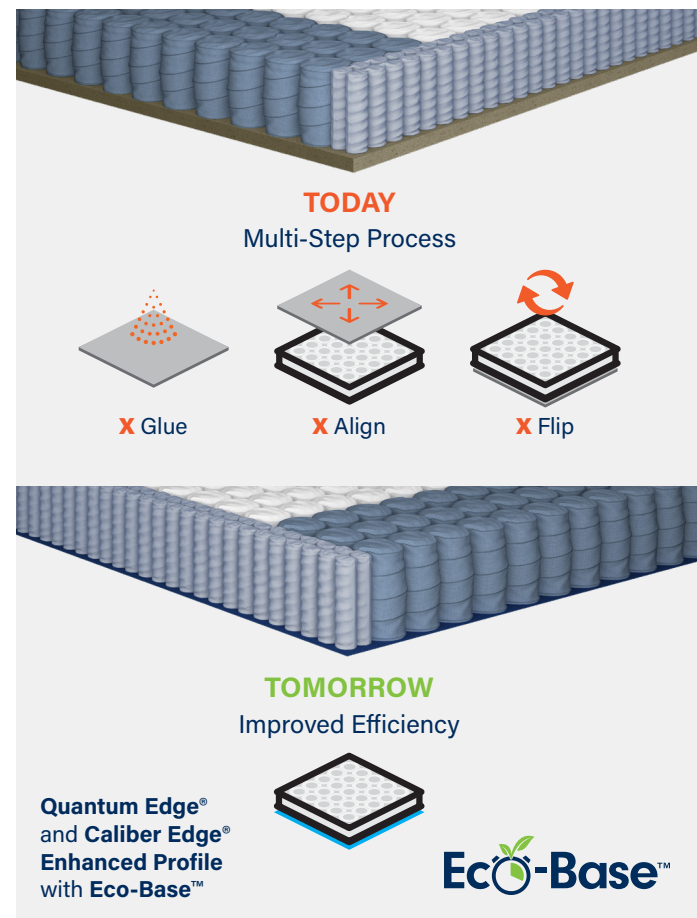
For 140 years, Leggett & Platt has been on a mission to improve the comfort of sleep. From the design of the first innerspring to the development of new products, we continuously assess the needs of our consumers and aim to find more efficient and sustainable ways to improve sleep comfort technology.

In 2022, our Domestic Bedding team launched two new products with that mission in mind. Developed with a more mindful approach to sleep comfort, Quantum Edge® Enhanced Profile with Eco-Base™ and Caliber Edge® Enhanced Profile with Eco-Base™ both integrate a robust fabric scrim that replaces base foam – yielding many benefits.

The Benefits of Eco-Base™

Traditionally, mattress constructions include a one-inch layer of polyurethane foam at the bottom of a coil. This foam helps maintain the mattress's shape but adds little value to the overall comfort of the consumer. In addition, operators at our customers' facilities manually glue the foam layer to the coil springs.

The new Eco-Base™ technology is a rigid and robust layer of polyester non-woven that is applied automatically during the coil manufacturing process and takes the place of the foam.



Eliminating the polyurethane foam also reduces the use of petrochemicals. "The outcome is a more simplified, sustainable build at a lower cost," explains Cody Messner, Vice President of Commercial Steel Components.

Both Quantum Edge® and Caliber Edge® coil systems, products developed several years ago that replaced the foam outer edge of the mattress with coils to the edge of the sleep surface, have now been advanced with the Eco-Base™ technology. "When replacing foam with recycled steel," Cody continues, "the result is a better-performing sleep surface from edge to edge of the mattress." The units also arrive to the mattress manufacturer ready-to-build, which results in lessened labor constraints, reduced inventory, and more sustainable benefits.

Doing Great Work Together for the Consumer

In a dynamic industry like bedding, product development starts with the consumer. Once the product development team identifies a consumer need, they work with operations and sales to create a business case for the idea before thoroughly testing several prototypes. "We pay close attention and recognize the needs and challenges of our consumers," says Jason Jewett, Vice President of Product Development for Bedding. "At that point, we rely on creativity driven by a stubborn insistence that there is always a solution."

Product development is only possible with cross-functional teams who work together to bring a new product to market. For example, a recent product launch brought together teams from Spühl, Peterson Chemical, Elite Comfort Solutions (ECS), and Hanes, to name a few. "We first needed our partners at Spühl to design and build an entirely new machine concept," explains Jason. "Then the manufacturing and engineering teams determined how to integrate the machine into our production process. Since this product utilized foam, we turned to the experts at Peterson Chemical, who recommended the correct foam to utilize from ECS. Sourcing and Hanes helped us find the correct fabric substrate. And ultimately, the U.S. Spring team in Carthage, Missouri, identified and trained operators to make the product and get it into the hands of our customers. It is certainly a team effort!"

Sustainable Solutions for the Future

L&P continues to pioneer ideas for products while being conscious of our environmental impact. Looking ahead, we are investing in research to position our Eco-Base™ technology so that it addresses a wider range of meaningful sustainability elements.

"Sustainability and mattress recycling are hot topics in the bedding industry," explains Cody. "L&P has a tremendous opportunity with integrating our foam, machinery, motion foundation, and spring technology to position us as the leader in addressing these industry challenges while creating sustainable solutions for the future."

Attracting and Retaining Talent

in a Competitive Market

Over the past few years, the job market has drastically changed. Workers starting their careers or making a career change typically search for companies that care about employee wellbeing. In many cases, jobseekers are also interested in finding opportunities with work/life balance, they desire to align socially with a company, and they want to find meaning and purpose in the work they do.

Our Talent Acquisition (TA) team views the evolving market as a unique opportunity to set goals around positioning ourselves as an employer of choice by externally connecting to diverse talent pools, sharing about our inclusive culture, and attracting diverse talent to join our teams.

Finding Diverse Talent

In 2022, our TA team participated in 38 unique recruitment activities in the U.S. At each university we partner with, we commit to targeted outreach to diversity-rich student clubs and associations to encourage diverse candidates to learn more about Leggett & Platt and apply to open internships and full-time positions.

Every recruiting event is an opportunity to share about our company values. "Above all else, we hire people who align with our values," explains Lauren Burns, Senior Manager of Talent Acquisition. "We look for someone who puts people first, does the right thing, works collaboratively, and embraces learning and growth."

And don't underestimate the power of networking to attract talent. "Great people know great people," explains James Tilley, Manager of Talent Acquisition for Specialized Products. "When someone experiences an inclusive and positive workplace culture, they want to share it with people they know. We want to create something at L&P that others want to be a part of."

A Transparent Approach to Recruiting

Once jobseekers apply to L&P, they can expect a personalized candidate experience from hiring managers and the TA team, which is one way we stand out from other companies during the recruiting process. "Our TA team and hiring managers really try to Put People First when engaging with candidates worldwide,"

says Lauren. "We strive to be as transparent as possible about a candidate's application status throughout the entire process, providing timely feedback and addressing expectations."

Our TA team equips hiring managers with a toolkit to help them maintain a personal approach during recruiting. So far, the TA team has trained 250 hiring managers in North America and Europe, with plans to introduce the toolkit in Asia-Pacific later this year.

Madison Fehring, Global Programs Manager, agrees: "We know that candidates are often eagerly awaiting an update about their application.

So, we offer a human touch, even

when we need to disqualify a candidate. In those instances, we call them to let them know personally, and candidates are so appreciative of that phone call."

Career Growth at L&P

Perhaps most exciting to share with candidates is our commitment to growth and development. Once a candidate becomes an employee, we want them to be able to grow personally and professionally, pursue their career goals, and find fulfillment in their work.

"The biggest advantage at L&P is the opportunity to build a career with a company that spans multiple industries under one umbrella," says Jimmy Xia, Talent Acquisition Manager, Asia-Pacific. "We love to share stories from our tenured employees who have stayed with L&P because they've had the opportunity to grow, develop, and move into different positions across industries within the company."

Madison adds, "Our company is large, but it has a small and welcoming feel. We are making L&P a place where others feel included. And while we've been around a long time, we are just getting started with much of this good work."



L&P team members from Peterson Chemical Technology and Talent Acquisition at a recruiting event.

Our Global Careers Website

One way we can attract diverse talent is through a well-developed website and application portal. Our recently redesigned L&P Careers website launched as part of Leggett.com and serves as a resource for employees and external jobseekers.

For the first time, all our global, professional positions are posted in one place where applicants can apply. Anyone who visits the website can search open positions by keyword, job function, and location, and they can see our company values in action through the stories of our team members worldwide. For the future, we're working to have all postings and applications available in multiple languages. Visit the site at [Leggett.com/careers](https://leggett.com/careers).

Spotlight on Hanes Geo:

Excelling in Environmental Products and Solutions



Hanes Companies, a division of Leggett & Platt, has been a leader in supplying woven and non-woven fabrics and industrial materials for more than 90 years. In 2004, Hanes developed a strategy to distribute geotextile materials — permeable fabrics used to stabilize soil — to the civil construction and retail sales markets, and Hanes Geo Components (HGC) was shaped from this vision.

HGC converts and distributes geosynthetics, erosion and sediment control materials, stormwater products, and various landscape and jobsite supplies. According to HGC President John Dowdell, “HGC is a leading supplier of civil construction and storm water management supplies to the highway/heavy-construction and erosion control industries. Whenever dirt is moved in a civil construction project, HGC products are utilized to stabilize and support the site’s landscape and soil.”

With approximately 450 employees and 48 locations across the United States and Canada, the team at HGC constantly pursues opportunities to grow and further develop its employees, products, and business capabilities.



John Dowdell

Expanding Through Acquisitions

Acquisitions are a part of HGC’s growth strategy. In late 2022, HGC welcomed Geosynthetic Systems and Nilex to the team. As Canadian-based distributors with significant product overlap, acquiring both Geosynthetic Systems and Nilex significantly improved coverage within the Canadian market and further enhanced their competitiveness in this region.

“Now that Geosynthetic Systems has joined HGC, the management and staff are looking forward to growing the business’s footprint, not only in Eastern Ontario, but in the Western Quebec civil construction market as well,” says Kelly

Mulrooney, General Manager of Geosynthetic Systems. “Having access to multi-layered resources made HGC an attractive suitor to our family business as it considered acquisition, and now that we are six months into the new era, our team is excited to put in motion all the innovative changes the acquisition has made possible.”

HGC is looking forward to building the business with Geosynthetic Systems and Nilex and will continue to identify and fuel growth through acquisition opportunities.

Investing in People and Resources

Behind the scenes, HGC’s success stems from effective communication and fostering a workplace culture where people feel respected. “Across our organization, we have tight coordination with open lines of communication, and thanks to this, we excel at strategy execution,” says John. “We’re all looking for steady growth, and we do that by creating an environment that embraces open communication — where everyone feels respected, appreciated, and valued.”

To continue growing the market organically, HGC employs technical sales experts who give presentations on the benefits of geosynthetic products to civil construction design engineers. These efforts broaden the market and increase sales opportunities for HGC and their aligned suppliers. HGC also maintains a best-in-class customer relationship management system, which allows them to monitor quotes, manage pricing, and track bid deadlines across thousands of projects.

“HGC is supported by a talented team of ethical hardworking people who provide a solid foundation for continued business growth,” says John. With a committed team and a shared strategic vision, HGC will continue to execute a focused growth strategy driven by targeted acquisitions and product expansion initiatives for years to come.

