

InVision

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

Taking Ownership and Raising the Bar



OWN YOUR ROLE FOR TEAM SUCCESS



At Leggett & Platt, we take ownership and raise the bar by:

- Embracing responsibility for adding value and making a difference
- Challenging the status quo and biases to make things better
- Exploring new perspectives and embracing change
- Fostering innovative and creative solutions to drive impact

I participated in track and field when I was young. My specialty was running the two-mile race. I loved it, and I owned it. My teammates owned their events.

We had a good team; we all knew that we needed to do our best at every track meet. In fact, we were often several steps ahead of our competitors because we wanted to excel at every meet, and we also pushed ourselves to do a little better each time we competed.

From my vantage point now as a business leader, I recognize a lot of similarities between track and field and the success of an organization. Here are two things I learned as a kid that have helped me in my career:

First, my job was to run the best two miles that I could, and my teammates' jobs were to run as fast, throw as far, and jump as high as they could. ***I quickly learned that owning our individual events was positive for our whole team.*** Likewise, whether you make great products, ship them, sell them, balance spreadsheets, talk to customers, think, create, communicate, or strategize, you help the Leggett & Platt team when you own your role and do it to the best of your abilities every single day.

Second, my job was to try to run a faster race each week – even if the winds were strong or the rain was heavy. Many of our businesses have faced low consumer demand for quite some time. Low demand feels a lot like running into the wind. It's difficult, stressful, and it causes quick exhaustion. ***But I learned that running into the wind also makes you stronger and faster.*** Consumer demand will return, so if we raise the performance bar and make improvements now, we will be able to run much faster when it does.

Being part of a great track and field team meant a lot to me as a kid. Leggett & Platt is a great company, and working here alongside you all means so much more to me as an adult! Let's all strive to *take ownership and raise the bar* each week for our own success and for that of our team. We're in this together.

Thank you for all you do each day!

Sam Smith
Senior VP – President of Furniture,
Flooring & Textile Products



Bedding Products: Building for the Future

In 1883, Leggett & Platt invented the steel coil bedspring, laying the foundation for a strong Bedding business. With more than 140 years of making sleep more comfortable, we keep evolving to support our customers' needs and adapt to shifting markets. Although today's markets and consumers continue to change, our Bedding Products segment remains focused on building for the future through innovative products, efficient manufacturing and distributing, and collaborative cross-functional teams.

A Strategy for Shifting Markets

Since L&P invented the bedspring, the bedding market has changed considerably. In the past, consumers were limited on where and how they could purchase bedding products, shopping primarily in-person at local specialty stores. Today, they can shop online, purchase mattresses at their favorite big-box retailers, and choose from more products than ever. What was once a U.S.-dominated manufacturing field now includes more international competition. For the past several years, the bedding market has also experienced supply shortages and demand swings.

As markets fluctuate and evolve, L&P adapts with them. To stay competitive, our Bedding Products segment is reshaping its strategy to match consumer preferences and buying habits, as well as compete internationally. We recently announced restructuring initiatives that support work already underway to address current challenges and better position our Bedding business for long-term success.

The restructuring plan will reduce and consolidate some Bedding facilities, create a more efficient U.S. distribution network, and increase collaboration between our specialty foam and innerspring businesses. The decision to consolidate facilities is not a response to a slow demand environment but a step toward producing more with a smaller footprint.



Tyson Hagale

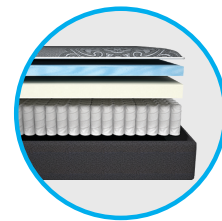
"Our restructuring plan is not reactionary – it's a continuation of our overall strategy," says Tyson Hagale, EVP and President of Bedding Products. "We're currently in a tough demand environment, but we're preparing for the long term by adapting our business to customer and consumer needs, focusing on creating innovative solutions, and improving manufacturing and distribution efficiency."

Cross-Functional Support

In the past, L&P only sold mattress components such as the innerspring. Today, our Bedding Products segment offers a wide range of solutions for its customers via components, raw materials like foam and steel, semi-finished products, and finished products. Our ability to offer diverse bedding products is largely due to investing in acquisitions and cross-functional teams.

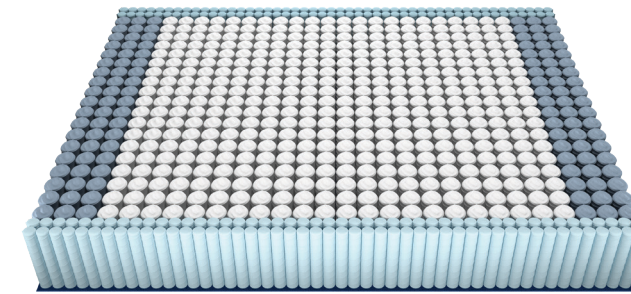
When we entered the finished mattress market in 2016, consumer interest in foam and hybrid mattresses was growing. Consumers started looking for bed-in-a-box products, which are usually all-foam or hybrid mattresses, at their favorite big-box retailers and online. Our Bedding business began aligning with these trends by partnering with leaders in foam technology and manufacturers of mattresses in boxes.

In 2019, L&P acquired U.S.-based Elite Comfort Solutions (ECS) – a global leader in foam technology. A few years later, Ireland-based Kayfoam Woolfson – a leader of foam conversion – joined L&P, expanding our foam and hybrid mattress capabilities in Europe. Partnerships with ECS and Kayfoam allow our Bedding business to manufacture more bed-in-a-box products in the U.S. and abroad.

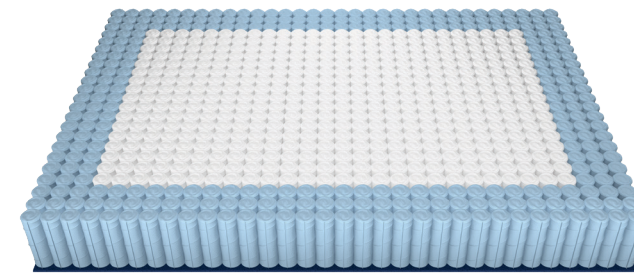


Raising the Bar with Product Development

Even in a slow bedding market, our Bedding Products segment continues to create new products that match the comfort and cost customers want. In 2022, our domestic Bedding team launched two new products – Quantum Edge® Enhanced Profile with Eco-Base® and Caliber Edge® Enhanced Profile with Eco-Base®. Both products eliminate the need for a foam base, providing a more sustainable, comfortable, and affordable solution for customers.



Quantum Edge® Enhanced Profile with Eco-Base®



Caliber Edge® Enhanced Profile with Eco-Base®

Additionally, our team at Spühl recently invented a machine that produces the combination pocket – a new type of ComfortCore® that combines innerspring technology with foam topping. An innerspring unit is traditionally made of springs sitting in a fabric-encased pocket, and one or more foam layers are then placed and attached to the top of the unit. This process was time-consuming and costly until Spühl's machine automated the process of combining the innerspring and foam, making production more efficient.

When we *take ownership and raise the bar*, we commit to finding innovative solutions that drive impact – whether it's entering new partnerships, increasing efficiency, or investing in product development. Our Bedding Products teams live out this value and consistently tackle today's challenges. Through collaboration with cross-functional teams, Bedding Products is working to build a sustainable and prosperous business for years to come.

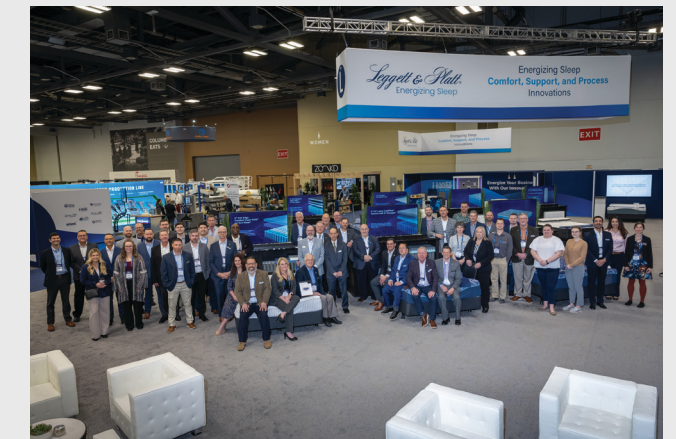


United at International Sleep Products (ISPA) Expo

In our Bedding business, we have teams around the world who keep us competitive in a variety of markets and serve a wide range of customers. Even with this diversity, our teams are united under a single goal to design, produce, and supply innovative sleep solutions for our customers. This unity was on full display during the bi-annual ISPA Expo in early March.

In March, eight of our businesses – Bedding Components, Adjustable Bed, ECS, Peterson Chemical Technology, Hanes Industries, Global Systems Group (GSG), Spühl, and Vertex – gathered together for the ISPA Expo, which is the largest exhibition in the mattress industry. They showcased everything from components to finished products and tied them together under a single theme – *Energizing Sleep*.

"Everyone – from our creative to our sales and product teams – did an excellent job displaying a united L&P," says Tyson. "Our vision is to find solutions for our customers – no matter where it is on the value chain. We showcased all the different solutions we can provide for our customers, and I'm really proud of how everyone pulled together. In challenging times like these, it takes everyone pitching in and supporting one another."



Reaching Greater Heights: Collaboration Leads the Way in Specialized Products

With manufacturing facilities located in three continents, the businesses that comprise our Specialized Products segment – Automotive, Aerospace, and Hydraulic Cylinders – are investing in capabilities needed to withstand ever-changing market dynamics and to ensure each business remains a leading source of growth and value creation. One way they are doing this is by unifying their leadership teams across the globe and embracing the diverse perspectives of their people.

Staying Competitive Through Collaboration



Over the past few years, the L&P Automotive team has been on a journey to globalize their business, aiming to break down regional barriers and enhance customers' experiences with functional leadership and expertise. They credit their ability to stay competitive to the diverse perspectives of their leaders.

"Our team fosters a culture of curiosity and competitiveness – we understand how to win," says Sonia Smith, President of L&P Automotive. "Our leadership team is packed with diversity, combining internal and external experience, tenures ranging from one to 25 years, from seven countries, including three female and three Chinese senior leaders. The team always encourages diverse viewpoints, cross-functional collaboration, and actively seeks feedback from our customers, suppliers, and internal experts to ensure we are pushing the boundaries of mobility, comfort, and convenience."

With the emergence of megatrends like electrification, autonomous driving, car connectivity, and shifting consumer preferences, the L&P Automotive team is constantly challenged to adapt to stay competitive. "We have embraced a mindset of agility and adaptability, increasing our expertise in emerging technologies and developing products set to lead the way in our market," says Sonia. "We foster a robust culture of continuous improvement, seeking areas where we can eliminate waste and add value to delight our shareholders and outpace our competition."

Our Specialized Products Segment is comprised of L&P Automotive, L&P Aerospace, and L&P Hydraulics, and represented 27% of our net trade sales in 2023.



Sonia Smith
President of L&P Automotive

Simon Prior
President of L&P Aerospace

David Brown
President of L&P Hydraulics

Exploring New Perspectives and Embracing Change



For L&P Aerospace, it's been a time of unifying and adapting. The business saw a significant reduction in 2020 due to the pandemic, so their journey has been one of slowly readjusting the business while bringing together best practices throughout their North American and European facilities.

"We're growing at 20 to 25 percent each year, so that gives the need to grow the team," says Simon Prior, President of L&P Aerospace. "We are adapting to being more functionally-led than branch-led across the business – collaborating across countries and regions and cementing separate functional teams for sales, purchasing, operations, and human resources."

This cross-functional collaboration has led to continued innovation, utilizing the unique perspectives of the branch teams across the globe. "In order to innovate," Simon continues, "we need to invent things, but we also need to embody the existing best practices and then standardize what we do, rather than our teams working separately to invent the same thing."

Increasing Efficiency to Drive Impact



In 2017, we had the idea to grow our presence in engineered industrial components by entering the hydraulic cylinders market. In 2018, we welcomed Precision Hydraulic Cylinders (PHC) to the L&P family, and then, in 2022, we acquired Pacoma Hydraulic Technology. The facilities functioned independently for some time, making it difficult for decision-making and efficiency. This spurred the team to think creatively about aligning as an organization on global priorities and opportunities.

"We realized it was necessary to reorganize and develop a global leader for each of our functional areas – sales, engineering, purchasing, finance, and human resources," says David Brown, President of L&P Hydraulics. "Each of our leaders brings a unique perspective and experience, and the collaboration has increased the speed of our decision-making, helped us set priorities, and drive execution."

Where Women Thrive: The Women's Employee Resource Group

Since the 1970s, Employee Resource Groups (ERGs) have benefitted organizations around the world. ERGs are company-sponsored and employee-led groups that are organized around people's shared experiences, identities, or perspectives. They help improve a company's performance by creating relationships that support innovation and creativity as well as engaging employees' unique capabilities.

"At L&P, we want to establish ERGs to promote cultural awareness and understanding and also provide employees with opportunities for career development, social support, networking, and community engagement," says James Millsap, Director of Inclusion, Diversity, and Equity. "The ultimate goal is to create a more equitable and more inclusive workplace."

One big step toward this goal was launching our first ERG – a Women's ERG – in 2022.

Where We Started

The launch of the Women's ERG began with the belief that we can create an even better workplace for women. Although representation of women across the workforce continues to grow, barriers also continue to exist that can make it difficult for them to navigate their careers. We discovered a demonstrated need at Leggett & Platt to develop, engage, and build community among our team members who are women.

The Women's ERG Mission is to:

- Raise the visibility of women
- Celebrate their unique contributions and perspectives
- Foster personal and professional development
- Broaden their support network
- Build allyship
- Influence positive change

In just its first year, the Women's ERG surpassed its initial membership goal and continues to gain new members. Membership isn't only open to women; allies who support the group's mission are welcome to join. There are different levels of membership engagement, so employees can dedicate as much time as they desire and participate in as many activities as their schedules allow. For example, monthly coffee chats are an ongoing opportunity to connect with other ERG members through casual, virtual conversation in break-out rooms.

"No matter the engagement level, the ERG facilitates ways for people to connect with each other," says Suzanne Hall, Assistant Treasurer and part of the Women's ERG core leadership team. "As women, we need to support each other and help each other build networks across the company. Connection is vital because it fosters collaboration and empowers each of us in different ways."

Where We're Headed

The Women's ERG has exciting plans for the remainder of the year and beyond. One of the themes will be promoting allyship and how leaders can support and advocate for women in everyday activities. Perhaps most excitingly, the Women's ERG soon plans to launch its mentorship program, Circles. As the year progresses, employees can also expect to see more organized volunteering activities and community events, including ones like the *Susan G. Komen More Than Pink Walk*, that invite participation across our branches around the world.



"There was a hunger and need for this type of group at L&P," says Samantha Howell, HR Business Partner for Flooring and Hanes and part of the Women's ERG core leadership team. "We have so many opportunities to connect and develop our women team members – we want to provide them with experiences, education, and tools to use on a daily basis."

As the Women's ERG sets long-term goals, they are interested in becoming even more of a strategic business group. According to Julie Kampling, Senior Director of Corporate Development and part of the Women's ERG core leadership team: "We want to make an impact in areas like employee engagement and recruitment. How can we help with attracting women to L&P? How can we help to retain the women leaders within our organization? Ultimately, we want to be a driving force in building a workplace where women thrive."

Be part of the momentum! If you're interested in learning more or getting involved with the Women's ERG, email WomensERG@leggett.com.

A Guide to L&P Flooring's Newest Acoustical Underlayment



Leggett & Platt Flooring Products is the largest manufacturer of carpet cushion and hard surface underlayment in the United States. Hard surface underlayment products provide support, cushioning, and noise reduction beneath different types of floors. The Flooring Products team recently launched a new product designed for use under luxury vinyl tile, engineered and solid hardwood flooring, and multilayered flooring products, generating excitement and interest among customers.

"We are thrilled to introduce our newest hard surface underlayment, Scotchgard™ Guardian," says Chris Palmer, VP of Sales for L&P Flooring Products. "We've created a high-performing product that reduces noise and provides outstanding comfort and support. Plus, we've partnered with the Scotchgard iconic brand for the most trusted name in surface protection."

The Benefits

Scotchgard™ Guardian brings together the best in protection and performance for hard surface flooring. Made of high-performance synthetic fiber, it was created with homeowners in mind. One of its features helps reduce noises between the floors of a home and airborne noises throughout a home's many rooms. Now homeowners don't have to choose between beautiful hardwood flooring and a quiet house.



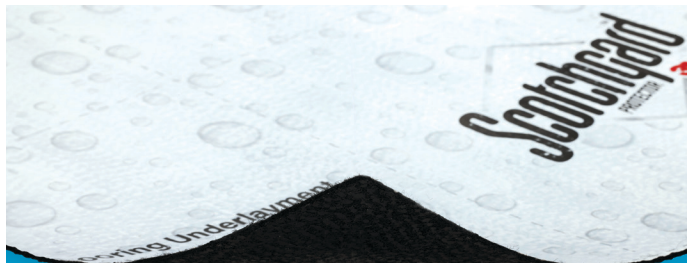
It also features L&P Flooring's proprietary Block-Out® moisture guard to repel spills and allow moisture vapor to escape from beneath, as well as Fresh Dimension® antimicrobial to inhibit the growth of mold, mildew, and odor-causing bacteria. Perhaps most importantly, Scotchgard™ Guardian keeps hard surface floors comfortable for walking and provides long-term support. In fact, the product is guaranteed to perform over the life of the floor!



The Launch

The Flooring Products team introduced Scotchgard™ Guardian to customers at the end of March. The sales team has been the driving force behind a successful launch. According to Doug Anderson, Sales Representative for Flooring Products: "Scotchgard™ Guardian will put us in a one-of-a-kind fiber underlayment category because it can be installed in multiple ways with multiple products. The features and benefits of this product are so overwhelming compared to others in this underlayment category. Scotchgard™ Guardian has the ability of being the best product we have launched in several years."

The team also maintains a great ongoing partnership with the Scotchgard™ brand. "Our continued innovation and brand partnership with Scotchgard™ has been beneficial for years," says Vaughn Paxton, Sales Representative for Flooring Products. "This new product with our fiber core continues to innovate the flooring underlayment category, and we hope its success will continue to propel us forward for years to come."



Easy to Install

One of the biggest selling points of the product is how simple it is to install.

1. Make sure you have a clean, dry, flat, and structurally sound concrete slab and wood subfloor.
2. Start by installing Scotchgard™ Guardian to the substrate. There are two methods to do this: Floating Method and Glue Down. With the Floating Method, the product may be loose laid. The Glue Down Method uses a premium pressure-sensitive or multipurpose adhesive and a roll to press the underlayment evenly into the adhesive.
3. Then install hardwood flooring over Scotchgard™ Guardian. There are several different methods for this step depending on the type of flooring.