

Leggett & Platt

2024 SUSTAINABILITY REPORT

Contents

Letter from the President & CEO	1
About Our Company	2
About This Report	3
Our People	4
Human Capital Management	6
Inclusion, Diversity, & Equity	11
Employee Health, Safety, & Well-Being	13
Investing in Our Communities	16
Innovative Products	18
Product Stewardship	21
Responsible Use of Raw Materials	22
Product Design	23
Product Quality & Safety Management	25
Chemical Management & Compliance	29
The Environment	32
Environmental Management & Operational Efficiency	34
Environmental Compliance & Sustainability	37
Greenhouse Gas Emissions Reduction	40
Climate-Related Risk	45
Supply Chain Management	46
Supply Chain Risk Management	48
Social Standards & Compliance	49
Customs Trade Partnership Against Terrorism (C-TPAT)	50
Conflict Minerals	50
Human Trafficking & Slavery	51
Business Ethics & Governance	52
Board Leadership & Oversight	54
Business Ethics, Transparency, & Reporting	56
Anti-Corruption & Bribery	57
Additional Information	61
Forward-Looking Statements	62
Other Important Information	63
Appendices	64

Letter from the President & CEO

At Leggett & Platt, our mission is to enhance lives – by delivering quality products, offering empowering and rewarding careers, and doing our part to bring about a better future.

We are pleased to share about the Environmental, Social, and Governance (ESG) opportunities that are most important for our business and stakeholders. As we remain committed to driving long-term value for our stakeholders, we identified five areas which will guide our ESG strategy through 2030 and beyond:

- **Our People** | We are dedicated to supporting our employees and ensuring the right resources and processes are in place for our teams to succeed. Over time, we have developed and strengthened a talent acquisition and retention program, implemented a comprehensive health and safety management system, and advanced our inclusion, diversity, and equity (ID&E) efforts. We continue to make investments as we grow our capabilities to support our people.
- **Innovative Products** | We are proud of our long history of providing product solutions our customers value, and we continue to focus on developing innovative and sustainable products desired by our customers and the end consumer. Many of the manufacturing processes and product development initiatives across our businesses have a sustainability focus.
- **The Environment** | We are focused on limiting our impact to the environment and complying with environmental regulations. During 2023, our teams made significant progress in demonstrating our ongoing commitment to environmental responsibility. We received third-party limited assurance of our Scope 1 and Scope 2 greenhouse gas (GHG) emissions for 2019 through 2022 and are pleased to share that information in this report. We aspire to align with climate science when setting reduction targets and plan to initiate our first evaluation of our value chain emissions.
- **Supply Chain Management** | We utilize a global supply base to provide the raw materials needed for our operations. We have implemented comprehensive supplier qualification, risk, and review processes to ensure ethical and responsible sourcing practices. Last year, our supply chain team continued to enhance the supplier assessment process, with a heightened emphasis on labor and social standards and cybersecurity controls.
- **Business Ethics and Governance** | Strong governance and high ethical standards are underscored by our robust policies and procedures. We are committed to ethical business practices and good governance, board leadership and oversight, human rights, data privacy and cybersecurity, and reporting accountability.

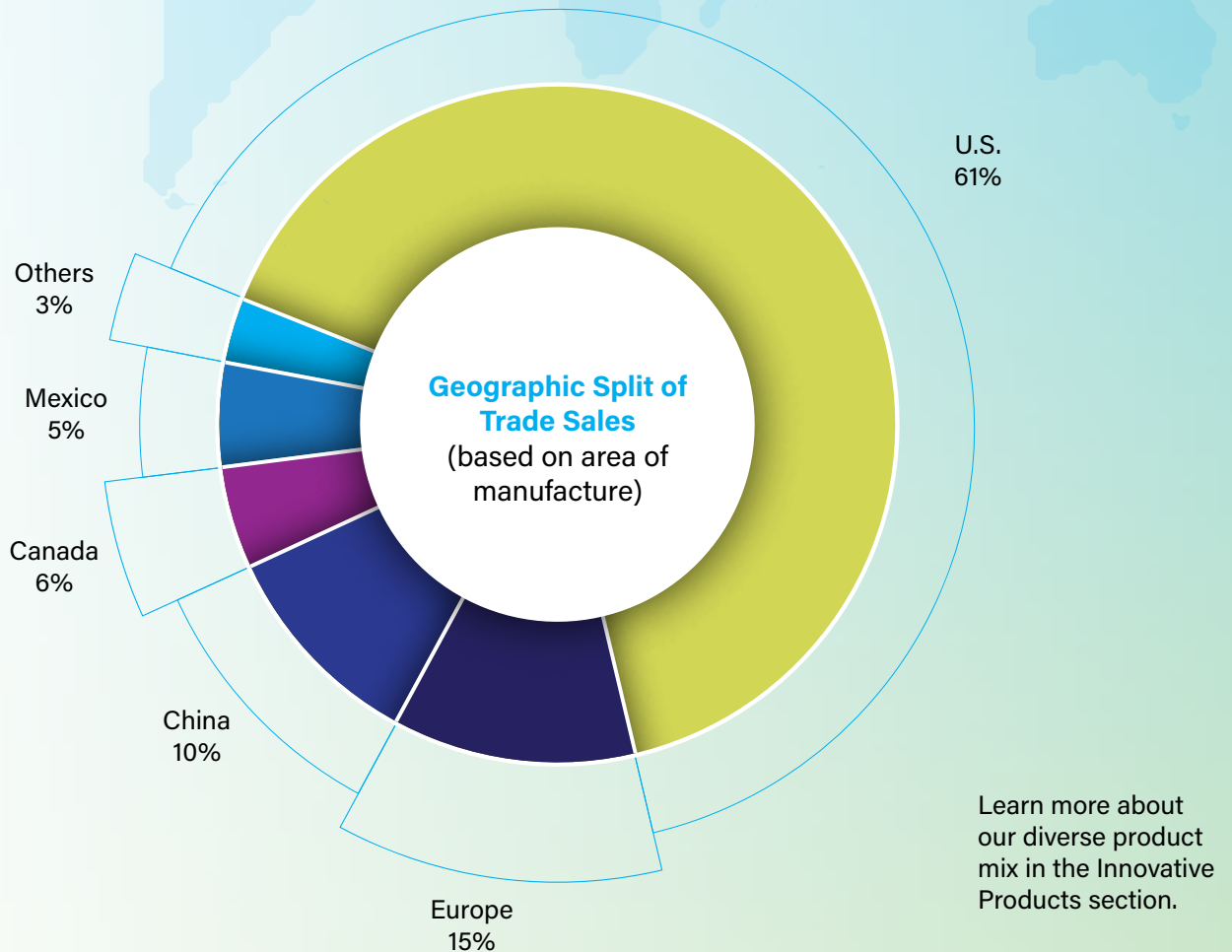
As you read Leggett & Platt's 2024 Sustainability Report, we hope you find the information valuable and welcome your feedback as we continue to build and report on our sustainable practices.



Karl Glassman
President & CEO

About Our Company






- We design and manufacture a broad variety of engineered components and products that can be found in many familiar places, including homes, offices, automobiles, airplanes, construction sites, and more.
- Our headquarters has been located in Carthage, Missouri, since our founding in 1883.
- Our company values are to put people first, do the right thing, do great work together, and take ownership and raise the bar. These values are shared with our employees globally and guide us in all activities.
- Fortune Magazine recognized Leggett & Platt as one of the World's Most Admired Companies in 2024.
- As of December 31, 2023, we had 135 manufacturing facilities in 18 countries.
- Our operations are organized into 15 business units, which are divided under our three segments: **Bedding Products; Specialized Products; and Furniture, Flooring & Textile Products.**



About This Report

We organized the information in this report around five focus areas, each detailing our ESG priorities, goals, and supporting activities.

In 2022, we conducted a materiality assessment to identify ESG topics of highest importance to stakeholders, including investors, customers, suppliers, and employees. Our Executive Leadership Team was directly involved in this exercise and our Board of Directors provided oversight on the process and results. The results of the materiality assessment informed the development of our ESG priorities (bolded below) and ESG goals (bulleted below). Defining our ESG priorities and goals has helped us expand our ESG reporting and improve the tracking of our progress.

 <p>OUR PEOPLE</p> <p>Foster a positive, engaging, and inclusive culture</p> <ul style="list-style-type: none"> • Drive an inclusive culture • Strive for equitable global compensation and benefits • Measure and improve employee engagement • Provide talent development and career growth opportunities <p>Enhance our safety culture</p> <ul style="list-style-type: none"> • Foster a robust Environmental, Health, and Safety (EHS) program across the company • Comply with existing safety laws and regulations • Reduce safety incident rates 	 <p>INNOVATIVE PRODUCTS</p> <p>Reduce environmental impacts of our products across their lifecycle</p> <ul style="list-style-type: none"> • Incorporate sustainable design principles into our product development process • Assess use of raw materials in our products and identify opportunities to reduce product environmental impacts <p>Improve chemical management in our business</p> <ul style="list-style-type: none"> • Advance program to identify, reduce, and eliminate chemicals of concern within our products and manufacturing processes 	 <p>THE ENVIRONMENT</p> <p>Demonstrate our ongoing commitment to environmental responsibility</p> <ul style="list-style-type: none"> • Standardize and maintain environmental management systems • Increase the number of manufacturing locations considered zero waste to landfill • Improve water use efficiency <p>Reduce greenhouse gas (GHG) emissions</p> <ul style="list-style-type: none"> • Reduce our absolute Scope 1 and 2 GHG emissions • Evaluate Scope 3 GHG emissions • Maintain Environmental Protection Agency SmartWay Certification for our fleet 	 <p>SUPPLY CHAIN MANAGEMENT</p> <p>Improve performance of our fleet</p> <ul style="list-style-type: none"> • Measure, benchmark, and improve logistics and network efficiency <p>Maintain ethical and responsible sourcing practices</p> <ul style="list-style-type: none"> • Maintain participation in C-TPAT program • Effectively maintain vendor risk management programs and identify sourcing risks 	 <p>BUSINESS ETHICS AND GOVERNANCE</p> <p>Uphold high standards of ethical conduct</p> <ul style="list-style-type: none"> • Provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met <p>Maintain a high-functioning and effective Board of Directors and Executive Leadership Team</p> <ul style="list-style-type: none"> • Maintain a diverse Board of Directors and Executive Leadership Team in terms of gender, race, and ethnicity to cultivate a mix of opinions, perspectives, skills, experiences, and backgrounds
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This report includes data and financials for the 2023 calendar year, certain environmental data for the years 2019-2022, and unless otherwise stated, programs and initiatives for 2024. Disclosures in this report were informed by the recommendations of the Sustainability Accounting Standards Board (SASB) building products and furnishing standard, the Task Force on Climate-related Financial Disclosures (TCFD), and the Global Reporting Initiative (GRI) framework. The Report appendices provide our SASB and TCFD alignment indices. We are initiating steps to expand and improve our ESG reporting, including aligning our future disclosures with the International Sustainability Standards Board (ISSB).

Our People



People are the heart of Leggett & Platt. We care deeply about our employees and have always been committed to maintaining a strong company culture. We nurture the development and engagement of our people by ensuring they have the necessary tools and resources to expand their knowledge and succeed in their jobs. Our employees are encouraged to actively develop their skills and take ownership in the company's success.

KEY PRIORITIES

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

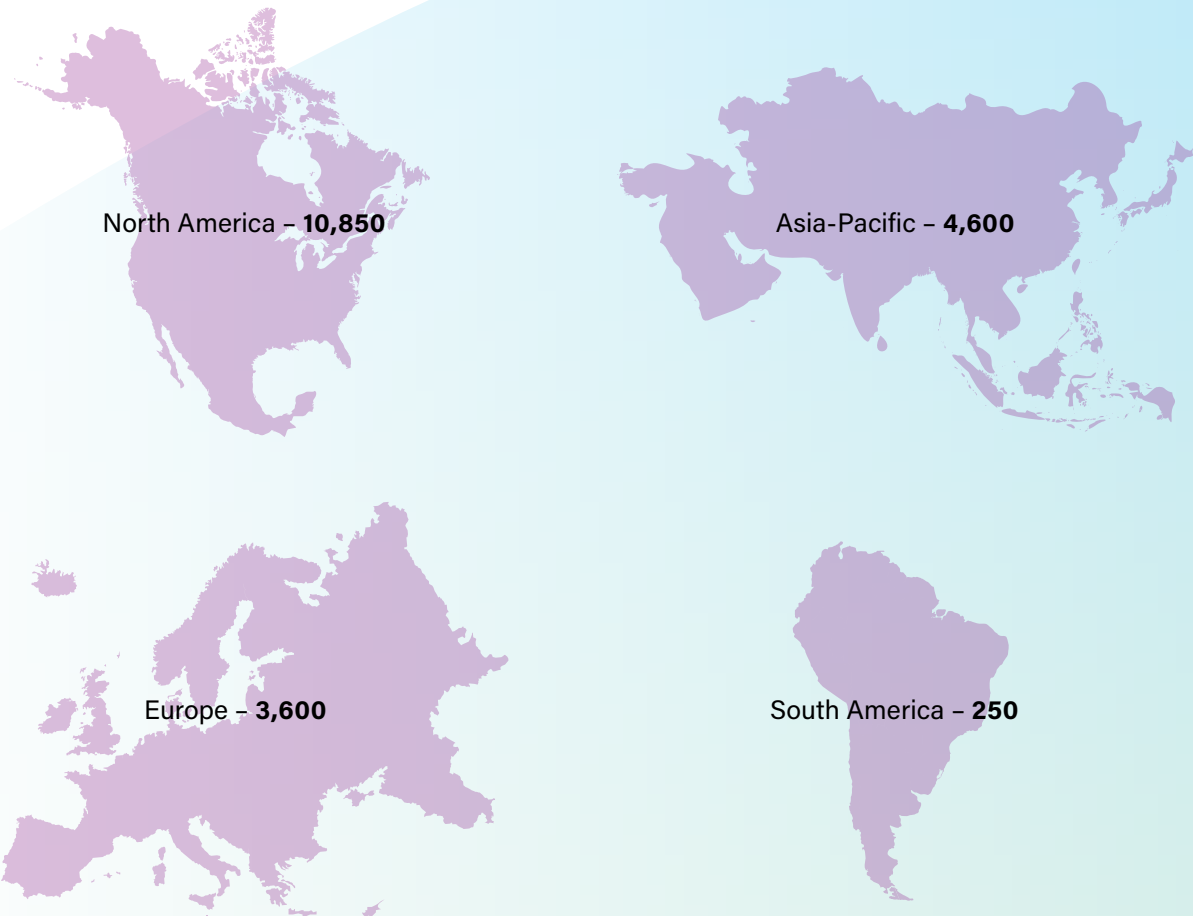
OUR GOALS

- Drive an inclusive culture
- Strive for equitable global compensation and benefits
- Measure and improve employee engagement
- Provide talent development and career growth opportunities
- Foster a robust EHS program across the company
- Comply with existing safety laws and regulations
- Reduce safety incident rates



Human Capital Management

At year-end 2023, Leggett & Platt employed approximately 19,300 employees in the following geographies:



At year-end 2023, 29% of our U.S. and Canada employees identified as female, and 39% of our U.S. employees identified with a historically underrepresented race/ethnic group.

Our gender diversity is consistent with the manufacturing industry average of 29%

The Human Resources and Compensation Committee of our Board of Directors oversees our Human Resources (HR) policies and programs, compensation plans, officer and director compensation, executive succession planning, and senior management leadership development. This oversight is designed to support our business objectives; to attract, retain, and develop high-quality leadership; and to link compensation with business objectives and performance.



Attracting and Retaining Talent

We strive to attract, inform, and engage talented employees by providing competitive compensation and benefit programs, learning and development opportunities that support career growth and advancement opportunities, and employee engagement initiatives that foster a strong, inclusive company culture.

Our talent acquisition team collaborates closely with our business leaders to establish a reliable, efficient, and measurable process for identifying and attracting top-tier candidates. We leverage a variety of recruitment methods, engage with trusted service providers, and foster strategic partnerships to connect with diverse pools of job seekers across various populations.

During 2023, we invested heavily in our talent acquisition and development teams and have been focused on building robust leadership with diverse perspectives and backgrounds. We are encouraged about our progress and are excited to continue building our capabilities in 2024 and beyond.



Our 2023 Progress

- We optimized the Leggett & Platt careers website and application process, which is a crucial tool in attracting top talent, maintaining a strong employer brand, supporting internal mobility, and enhancing the overall candidate experience.
- We expanded our candidate sourcing capabilities by strengthening our partnerships with key providers such as LinkedIn, Indeed, and Handshake. These resources enable us to tap into broader talent pools, enriching our perspectives and strengthening our teams.
- To enhance our early career strategy, we hired a dedicated college recruiter to help expand our talent pool by actively engaging with underrepresented groups for internship opportunities and entry-level positions.
- We remain committed to employee retention by providing ongoing learning and development opportunities. Our monthly learning spotlights engage employees in exploring a diverse range of skills and useful resources. Topics spotlighted in 2023 included global culture, psychological safety, influence, recognition, building trust, and creative problem solving.



[Visit our Careers Webpage Here](#)



“The learning spotlights each month are valuable resources for anyone who wants to sharpen their skills – whether it’s time management strategies, learning how cultural differences can affect how we interact, or how recognizing our weaknesses can challenge



*Leslie LauBach,
Senior Communications
Specialist*

our professional growth. I recently attended a learning workshop on identifying our own unconscious bias. It’s gratifying to work for a company that is invested in creating these conversations and offering practical tools so we can all become better people and professionals.”



Succession Development

Succession planning is of key importance to us. We are committed to ensuring the sustainability and future growth of our company by continuing to develop high-potential individuals and equip them for new roles and greater responsibility.

We are committed to having strong leadership in critical roles across the company. Our company values and culture guide our talent initiatives to create a pipeline of strong, high-performing leadership candidates poised to excel in a wide variety of roles throughout the company. As we build upon our past achievements, we continuously refine our succession development processes, ensuring our ability to adapt and thrive well into the future.

Our internal promotion rate over the three years ending 2023 for corporate officer positions was 91%. We are proud of this achievement as it signifies several critical benefits for our company, such as:

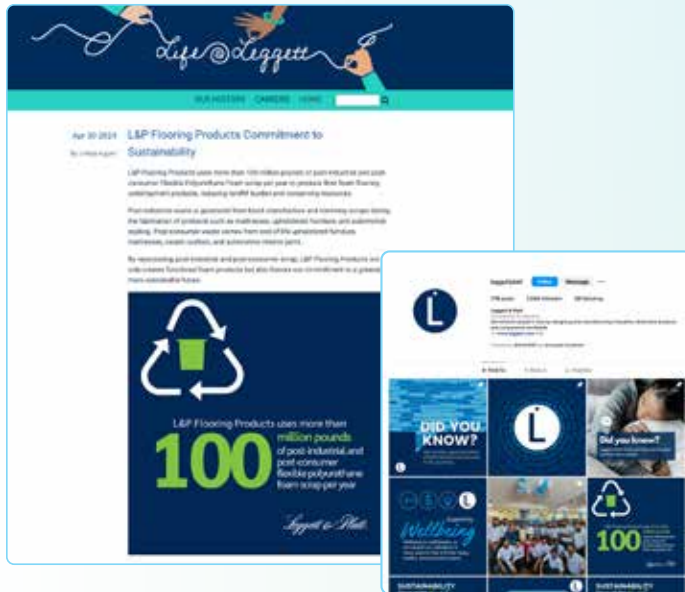
- Ensuring continuity, allowing us to maintain stability and build upon existing expertise.
- Fostering employee development, motivating our team members to acquire new skills and excel in their roles.
- Increasing morale and engagement, reinforcing our commitment to recognizing and rewarding hard work.

Engagement and Satisfaction

We want employees to have positive work experiences at Leggett & Platt. Our HR team leads efforts to improve employee engagement. Employee satisfaction, feedback, and turnover data are analyzed via targeted employee surveys, employee focus groups, and turnover analyses to identify improvement opportunities. We develop action plans based on specific needs and implement them in collaboration with local management.

In 2023, initiatives to further drive engagement and satisfaction included employee opportunities for various touchpoints with leadership. For example, our senior leaders held on-site roundtable discussions at several L&P facilities. The objectives of these discussions were to improve local engagement and provide an avenue for employees to share challenges and improvement ideas. In addition, we held companywide town hall meetings and monthly virtual meetings with key global business leaders to share business updates and best practices and to increase engagement. We will continue these initiatives throughout 2024.

Ongoing engagement efforts are also facilitated through regular communication with employees at all levels of the organization. This includes weekly “toolbox talks,” operating site-specific “state of the business” meetings, the company’s bi-annual InVision magazine, and various other broad employee communications.



Additionally, we publish employee spotlights on social media to promote and foster engagement. In 2023, our **Life@Leggett** blog and other social media platforms showcased the careers and achievements of 63 employees by sharing their professional accomplishments, service anniversaries, and efforts to give back within their communities. We also seek to use social media to educate and engage through content we develop during multicultural observances including Black History Month, Disability Pride Month, Hispanic Heritage Month, World Mental Health Day, Juneteenth, Diwali, and International Women’s Day.



Career Growth at L&P: One Employee’s Story

“I’m proud of the career I’ve built over 24 years,” says Dee Sawyer, Operational Support Manager. “I’ve had 12 positions, starting with a truck loader. I started on second shift as a truck loader and have worked in different departments and through different shifts. Approximately six years ago, I started helping on the integration team by training other branches, helping with branch moves, and assisting with acquisitions. I traveled to different branches, and they started requesting my assistance. I was offered a position on the integration team, and I’ve been advancing ever since!”



Compensation and Benefits

We offer market-competitive compensation and benefits to attract and retain the talent we need to help ensure our business objectives are met.

While specific compensation and benefits may vary across different regions due to local practice and law, our employee value proposition remains consistent. We are committed to providing competitive compensation and benefit programs for our employees and their families across all the geographies where we conduct business.

In the U.S., common features of our comprehensive rewards package include health, wealth, and wellness benefits such as:

<p>Health, dental, and vision benefits</p>	<p>Flexible spending and health savings accounts</p>	<p>Retirement savings plan with company-matching contributions</p>	<p>Income protection benefits including short-term and long-term disability</p>
<p>Critical illness, accident, and travel insurance programs</p>	<p>Basic and dependent life insurance</p>	<p>Well-being and employee assistance programs</p>	<p>Paid time for vacation, personal time, and holidays</p>

In addition, all employees in the U.S. and Canada are eligible to participate in our discount stock ownership plan. We have also implemented several policies to support the work-life balance of employees, including part-time jobs, flexible hours, paid leave benefits, and remote and hybrid working, where applicable.

We did not experience any material work stoppages related to labor contract negotiations during 2023 for collective bargaining or related to employees represented by works councils.



Fostering a Culture of Inclusion, Diversity, and Equity (ID&E)

We are focused on building a diverse and innovative company that honors the voices of our employees around the world and reflects the customers we serve and the communities in which we operate.

ID&E at L&P means creating a work environment that supports our company value of putting people first. We continue to champion a culture where everyone is respected and valued, with equitable opportunities to contribute, grow, and advance. Our ID&E initiatives are intentionally designed to cultivate team environments that empower all employees to realize their full potential. We are taking strategic actions to foster an inclusive culture, attract and retain diverse talent, build equitable policy frameworks and processes, and create metrics, goals, and accountability with our leaders.

Our 2023 Progress

In 2023, we continued to integrate ID&E concepts into our actions. We incorporated ID&E principles into our shared services model to ensure ID&E is accessible to all business units. We believe this will encourage ID&E strategy involvement for all stakeholders. We established the ID&E Global Executive Council, which consists of executives who champion our efforts to ensure that ID&E is a business imperative. We will also build upon our People First learning series, our robust supplier diversity program, and our first employee resource group (ERG).



We also continued to make meaningful progress toward our ID&E goals. We launched several programs designed to promote inclusion through more collaborative teams, to create a more diverse approach with our supply chains, and to raise the visibility of women and foster their personal and professional development through our Women's ERG. We also delivered on our priorities to adhere to our partnership with the CEO Action for Diversity and Inclusion pledge made by our CEO, analyzed and benchmarked workforce data to clarify our ID&E performance metrics, and created processes to increase the diversity of our applicant pools.

THE WOMEN'S ERG

celebrates its
**ONE-YEAR
ANNIVERSARY**



We celebrated the first anniversary of our Women's ERG. The mission of the Women's ERG is to raise the visibility of women, celebrate their unique contributions and perspectives, foster personal and professional development, broaden their support network, build allyship, and influence positive change. In its first year, the Women's ERG built out its leadership team, grew its membership, held employee events during Women's History Month, facilitated numerous networking activities and professional development discussions, and organized multiple community events.



Employee Health, Safety, & Well-Being

Our top priority is to keep our employees safe every day. Our global leadership teams are responsible for driving a world-class safety culture within our facilities.

In 2023, we established a robust, multi-level global EHS organization and management system to support EHS objectives and drive strong safety performance. Our dedication to the safety and welfare of all employees and our commitment to the efficient use of resources are evidenced by our companywide Environmental, Health, Safety, and Sustainability (EHSS) Policy and by the EHS management systems, operational practices, and ongoing health and safety initiatives that drive improvements.

Our EHS programs support our goals to maintain a consistent approach across the company. We strive to develop clear roles and responsibilities, use common processes, and utilize technology to enable success metrics — all of which enhance our safety culture. To help drive this safety culture, our manufacturing locations are equipped with tools and resources to ensure the welfare of our employees. They also utilize resources to effectively implement additional programs aimed at supporting compliance with existing EHS laws and regulations, while also being prepared for emerging requirements.



The Nominating, Governance, and Sustainability Committee of our Board of Directors and our CEO oversee the company's health and safety programs. To ensure ongoing and effective risk management in these areas, our CFO, who reports to the CEO, maintains management-level oversight of our health and safety management systems and programs. We align these efforts to key company policies including:

- EHSS Policy
- SafeGuard Safety Program and policies
- Business Policies Manual




























Health and Safety Management System

We are dedicated to the safety of all employees through education, awareness, and prevention. Our goal is to reduce and eliminate workplace injuries through process safety and to continuously improve from lessons learned through accident investigations. We foster a culture in which employees take personal responsibility for each others' safety and strive for zero injuries.

Our comprehensive health and safety management system, SafeGuard, supports workplace safety. Our Senior Director of EHS has direct ownership of and responsibility for the SafeGuard program design. Furthermore, our dedicated global staff of EHS professionals supports safety management at all our manufacturing facilities. All business units have a Manager of EHS who oversees EHS personnel to enhance oversight, training, communication, and development across the organization.

Safety Performance Data for U.S. Locations

We take intentional and deliberate steps to provide safe working conditions for our employees and strive to reduce incidents and injuries. Our incident rate has been lower than the industry average for the past three years.

2021*	Employees	Contractors	Total
Incident Rate ¹	 3.25	 2.94	 3.20
DART Rate ²	 1.53	 1.72	 1.56
Lost Work Day Case Rate ³	 0.63	 0.79	 0.65
2022*			
Incident Rate ¹	 2.66	 2.19	 2.61
DART Rate ²	 1.79	 1.19	 1.73
Lost Work Day Case Rate ³	 0.62	 0.30	 0.59
2023*			
Incident Rate ¹	 3.12	 2.40	 3.04
DART Rate ²	 2.13	 1.92	 2.11
Lost Work Day Case Rate ³	 0.75	 0.60	 0.74

* As of 12/31 of reporting year.

1 Incident Rate defined as significant work-related injuries or illnesses beyond first aid, calculated per OSHA formula (Number of incidents x 200,000/total number of hours worked in a year)

2 DART defined as serious work-related injuries or illnesses that result in one or more lost work days, restricted duty, or job transfer, calculated per OSHA formula (Total number of incidents or illnesses resulting in either the worker missing work, being on restricted duty, or being transferred to another job within the organization x 200,000/total number of hours worked in a year)

3 Lost Work Day Case Rate defined as number of lost work day cases, calculated per OSHA formula (Number of days lost cases due to injury/illness x 200,000/total number of hours worked in a year)



Under SafeGuard, all facilities globally are required to follow stringent health and safety requirements. These requirements apply to all employees at our manufacturing facilities, including permanent, temporary, and contracted workers.

The program facilitates the development of relevant job hazard analysis, which must be undertaken on many processes and is used to develop comprehensive job procedures. Job-specific health and safety practices are implemented across the business. Emergency response plans and business continuity planning are required elements for our manufacturing facilities under SafeGuard.

Production employees and contracted employees receive the following health and safety training:

<p>New-hire safety training</p>	<p>Annual refresher safety training</p>	<p>Weekly Toolbox Talks covering a wide range of topics including workplace hazards, building a safety culture, habits for staying healthy and well, applying first aid, and correctly and safely operating manufacturing equipment</p>
<p>Job-specific safety training, based on job hazard analysis</p>	<p>Safety stand-down training based on real-time identified and emerging risks</p>	

All manufacturing employee training is tracked to monitor any potential gaps. As part of SafeGuard, our accident tracking and investigation platform analyzes safety data and drives continual improvement of safety performance.

We use reported safety data and industry-average safety performance data to review and set safety targets for our operations. In 2023, we launched a refreshed internal EHS website to share resources, training requirements, and communications across the organization.

We confirm compliance with SafeGuard through an EHS assessment process, using a risk-based approach to identify the type and scope of assessments to be conducted. The assessment tracks facility compliance and engagement with all required program elements. Where necessary, corrective action plans are developed and implemented.

Three facilities have achieved ISO 45001, occupational health and safety management systems certification within our Bedding, Hydraulic Cylinders, and Automotive businesses.

Investing in Our Communities

Leggett & Platt has a long-standing commitment to support the communities where we live and work. By way of financial support, donations of products, employee contributions, fundraising, and other community investments, we are making positive impacts across the world. Through efforts like these, we have given over \$11 million since 2001.





Raising Money and Awareness for Breast Cancer Research


In October 2023, the Women’s ERG led efforts to support the fight against breast cancer in connection with the Susan G. Komen More Than Pink Walk. L&P employees in North America and South America hosted local “Walk Where You Are” events. Over 300 L&P employees from three countries came together to host group walks and other fundraisers. Our combined efforts brought communities together and raised over \$23,000 for breast cancer research. We are proud of the support from our employees and the success of this inaugural event.

L&P Gives

In 2023, the company contributed approximately \$800,000 in cash and in-kind donations to nearly 150 agencies working to provide vital resources and programs to those in need around the world. Our corporate giving promotes three primary goals that support our company values:

 **Inspiring Our Future.** We support inclusive programs that create pathways to a better future through education, including science, technology, engineering, and mathematics (STEM) programs; scholarship programs; technical vocational, college-access, and career-readiness programs; and community-based arts and music programming.

 **Elevating Our Communities.** We give to organizations that strengthen the fabric of our communities, preserve and protect resources, and aid those facing financial hardship and instability, including programs that address homelessness and hunger, support economic mobility, and protect victims of violence.

 **Helping Communities in Crisis.** We seek to assist in disaster relief and humanitarian work around the world with financial or in-kind contributions to those in need.

We have always believed in doing the right thing, and we extend that expectation to the agencies and causes we support. We expect good stewardship of resources and a commitment to maintaining the ideals that are most important to us, and we seek out agencies and projects that promote positive community outcomes for long-term impact.

Giving Back in Times of Need

We Rise | Giving back starts at home with We Rise, an employee- and company-funded program that has helped satisfy the emergency needs of 180 employees in the aftermath of catastrophic events and natural disasters since 2011.

Living United | Leggett & Platt is a long-standing partner with United Way. In 2023, employees raised more than \$80,000 to fund hundreds of organizations through local United Way agencies – a gift that was enhanced with a \$145,000 corporate donation to United Way agencies around the world.

Volunteerism | Our commitment to our communities starts with our people. In addition to the company's financial and in-kind donations, L&P employees are actively involved in supporting their colleagues, neighbors, and communities, donating their time and resources to address local needs and build a brighter future for neighborhoods around the world.



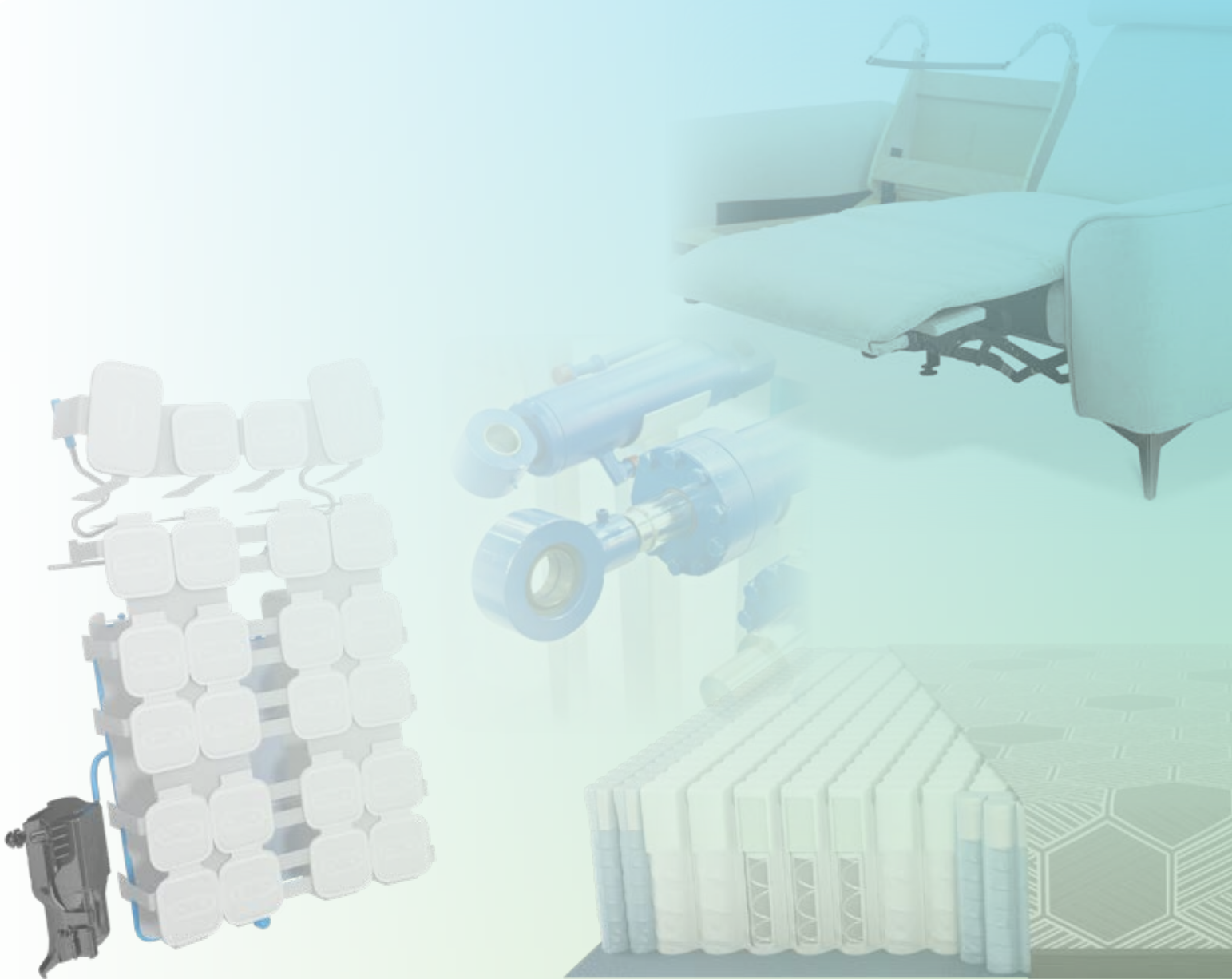
Textile Products Team Supports Local Habitat for Humanity

A few of our employees from Hanes Industries in Conover, North Carolina, spent their Earth Day giving back to the local community by volunteering for Catawba Valley Habitat for Humanity. The mission of Habitat Catawba Valley is to help homebuyers build a safe and affordable place to call home. The current real estate market makes homeownership difficult for many, especially those whose income falls below the area's median.

Our volunteers assisted in the construction of two home projects in a neighborhood that is getting a much-needed makeover. The team even had the opportunity to work alongside the future homeowners and share their personal stories.

"I volunteered because I understand how it feels to need a helping hand," says Brandon Phothichack, a team member from Hanes. "I've struggled, and I've known people who have struggled, and I've worked with people who were in the program at Habitat and have succeeded in achieving their dreams of owning."

Innovative Products



As a supplier to a variety of customers in various industries, our products are increasingly important in helping customers achieve their sustainability goals. We strive to minimize the environmental impacts of our products across their lifecycle. Our businesses strive to build sustainability into product development processes and design products for improved durability and recycling at end of life.

KEY PRIORITIES

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

OUR GOALS

- Incorporate sustainable design principles into our product development process
- Assess use of raw materials in our products and identify opportunities to reduce product environmental impacts
- Advance program to identify, reduce, and eliminate chemicals of concern within our products and manufacturing processes



Our Products



Bedding Products

Steel Rod - Drawn Wire - U.S. Spring

- Innersprings
- Static foundations

Specialty Foam

- Private label finished mattresses
- Mattress toppers and pillows
- Specialty foam

Adjustable Bed

International Bedding

- Innersprings
- Finished mattresses
- Specialty foam
- Wire-coiling machines

Machinery

- Sewing and quilting machines
- Mattress packaging and glue-drying equipment



Specialized Products

Automotive

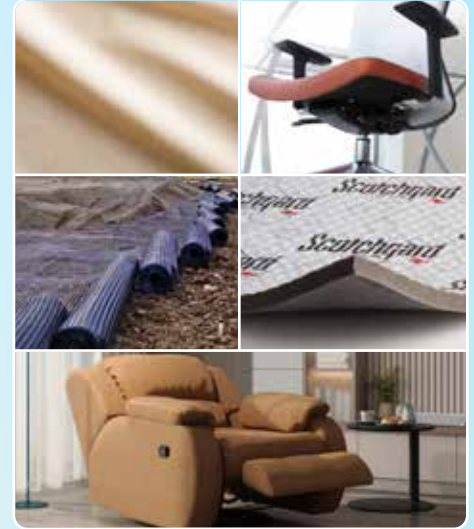
- Auto seat support and lumbar systems
- Motors, actuators, and cables

Aerospace Products

- Welded and seamless tubing
- Formed tube and tube assemblies
- Flexible joint components

Hydraulic Cylinders

- Engineered hydraulic cylinders primarily for material handling and heavy construction equipment



Furniture, Flooring & Textile Products

Home Furniture

- Steel mechanisms and motion hardware for reclining and lift chairs, sofas, and sleeper sofas

Work Furniture

- Components and private label finished goods for collaborate soft seating
- Controls, bases, and frames for office chairs

Flooring Products

- Carpet cushion
- Hard surface flooring underlayment

Fabric Converting

- Structural fabrics for bedding, upholstered furniture, home furnishing accessories, and industrial uses

Geo Components

- Synthetic fabrics and other products used in ground stabilization, drainage protection, and erosion control



[Visit our Businesses Webpage Here](#)

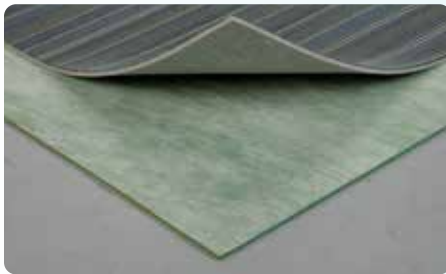
Product Stewardship

Our legacy of supplying quality products and valued solutions that meet customer needs is illuminated by our efforts to reduce the environmental impact of our products across their lifecycle. Sustainable design, resource and chemical management, and efficient manufacturing processes highlight product stewardship in the pursuit of our sustainability goals.

Examples of our products supporting our goal to reduce environmental impacts across their lifecycle include:



- **In our Automotive business**, stricter regulations are driving demand for innovative and more sustainable products that are lightweight, improve fuel efficiency, and reduce noise, enabling the ongoing vehicle electrification trend.



- **Our Flooring Products business** manufactures carpet underlayment products that help our customers achieve Leadership in Energy and Environmental Design (LEED) green building certification and are certified by the Carpet and Rug Institute (CRI) Green Label Plus. Our bonded foam carpet cushion products are 100% recyclable and made with 88% recycled materials. The Bonded/Bonded Plus carpet cushion consists of recycled foam, the Rubber XD/Rubber Plus carpet cushion contains pre-consumer recycled material, and the fiber carpet cushion is composed of industry-derived recycled fibers.



- **Our Geo Components business** produces geotextile products, such as erosion-control blankets and silt fencing, that help our customers address the challenges of land at risk of natural or human-caused erosion.



- **In our U.S. Spring business**, our mattress innersprings contain 91% recycled scrap steel content.



- **Our Specialty Foam business** recently developed the EcoFlow™ family of bio-based foam products utilizing renewable materials and providing our customers with sustainable mattress design options.

Responsible Use of Raw Materials

We use a variety of raw materials in our various products. Several of our key raw materials include steel, wood, plastic, chemicals, and foam scrap. Here are a few examples of how our use of recycled and certified raw materials and product design are supporting the reduction of a product's environmental impacts:



Steel

We produce steel rod using recycled scrap steel, the majority of which is post-consumer scrap. The wire we produce from our steel rod is used in various products, including mattress innersprings. Our drawn wire and mattress innersprings have a 91% recycled scrap steel content.

Wood

We use wood in various bedding and furniture products. In 2023, our U.S. Spring and Adjustable Bed businesses' spend on certified wood was 16% of their overall spend on wood products. We are also increasing the use of certified wood products in our Adjustable Bed and Work Furniture businesses to support our customers' sustainability goals.

Plastic

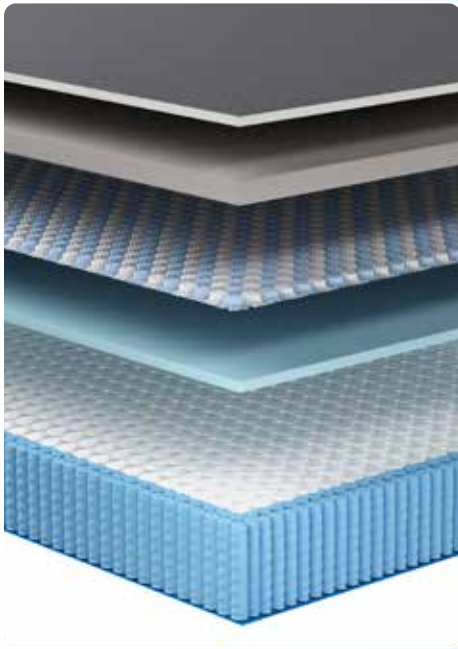
In our Automotive business, post-consumer-grade recycled nylon and plastic are used to manufacture components. In addition, an operation in our Work Furniture business uses more than 400 tons of 100% post-consumer plastics and post-industrial waste each year to create high-quality structural components.

Foam Scrap

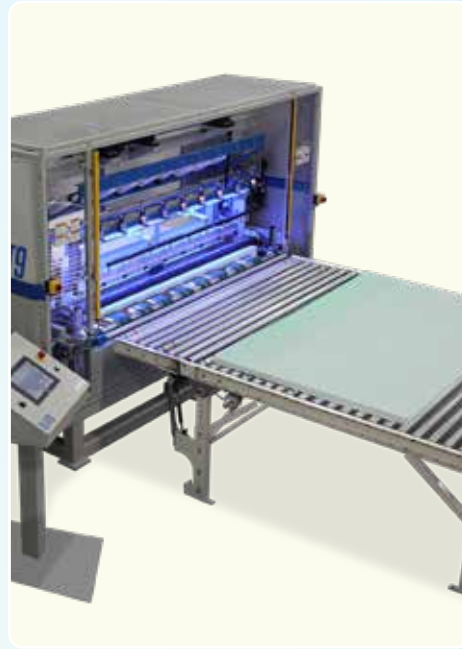
In our Flooring Products business, the bonded carpet cushion we produce is primarily from repurposed foam that is sourced from foam manufacturers across the U.S., including our Specialty Foam business.

Innovation in Product Design

Incorporating sustainable design principles into the innovation and development of our products propels our efforts toward achieving our environmental goals. By integrating holistic approaches to our product development processes that include responsible use of materials, innovative design, and sustainable disposal, we aim to promote stewardship at every stage of a product's lifecycle.



In our Specialty Foam business, EcoFlow™ eco-friendly foam technologies include renewable bio-polyols, plant-based bio-gels, and bio-based phase-change materials, all of which are natural materials.



In our Machinery business, the XT-9 Stitch Bridge offers mattress manufacturers an alternative to the use of adhesives and lamination machinery. The machine stitches together the mattress comfort layers without the use of glue, providing several benefits including faster production times, reduced chemical components (i.e., glue), and easier disassembly and recycling at end of life. The XT-9 Stitch Bridge also allows for greater air flow through the mattress.

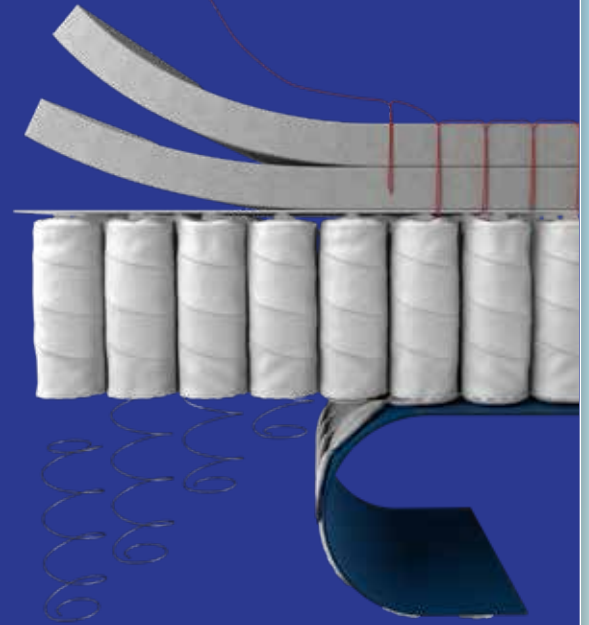


Our Adjustable Bed business redesigned an adjustable bed base that is lighter and more compact than the previous model. This new design results in the reduction of container and truck shipments annually, leading to potential fuel and emissions reductions during transportation of the product to customers.

Rest in Pieces: Reimagining the Construction and Recyclability of Hybrid Mattresses

In our Bedding business, we developed a design concept called Rest In Pieces, which aims to make disassembly and recycling of hybrid mattresses more manageable. The traditional construction of common hybrid mattresses makes dismantling and recycling difficult. Our Rest In Pieces design concept focuses on the construction of the entire mattress, while keeping in mind the end-of-life disposal of the mattress.

Rather than focusing on one mattress component and instead looking at mattress construction as a whole, we can improve the process of recycling mattresses and make the dismantling process more efficient. For example, glueless lamination and stitching of top foam layers could make deconstruction of the mattress easier. Glueless lamination would also reduce the amount of adhesive necessary within foam layers of the mattress. To address the adherence of foam to the ComfortCore® pocketed coil and make recycling more efficient, a lightweight polypropylene scrim layer is integrated between the foam comfort layer and the pocketed spring core. This allows for easy separation of the foam layers. The end result is a simple design of three ingredients that are easily separated for recycling. Some of these concepts are integrated into our Eco-Base® and ComfortCore® products.



Choosing Alternative Materials in Automotive

Product design innovation in our Automotive business has led to the replacement of rare earth magnets with ferrite magnets in some of our motor applications. First launched in June 2022, this shift to ferrite magnets in some of our seat motor platforms avoids the ecological damage associated with rare earth mineral mining. As a durable alternative, ferrite reduces the use of rare earth minerals without compromising quality.



Product Quality & Safety Management

Quality is more than just a word – it is at the very core of our business. We are committed to providing quality products to our customers around the world. Our goal is to meet or exceed our customers' requirements and expectations. To do this, we focus on fundamentals, such as safety, quality, compliance, continuous improvement, and training.

The design, manufacture, and sale of safe products are matters we take very seriously. All products are designed to eliminate or minimize hazards that may cause injury. We are committed to providing products that comply with all laws and regulations applicable to the manufacture, sale, and import of products.

Education and training are essential to our success. Training is provided to employees – including full-time, part-time, and temporary employees – who perform tasks that impact product quality. All employees are responsible for the quality of their work.

Strategic initiatives are considered during quality planning and reviews to help drive alignment with quality systems and business strategy. We are dedicated to continual improvement in processes. We strive to continuously improve our product offerings in the markets we serve.



Quality Management Systems (QMS) and Certifications

Our commitment to superior quality product development is documented and implemented within our Quality Statement, Quality Policy Manuals, and QMS. These systems help ensure that our design, development, manufacturing, and distribution activities produce consistently high-quality products that meet or exceed customer requirements. This is achieved through the monitoring, measurement, analysis, and evaluation of our systems.

QMS is in place at 91 manufacturing and warehouse operations. These operations employ approximately 15,000 employees globally and represent a significant percentage of our manufacturing facilities.

The systems in place at these operations include standards such as IATF 16949, AS 9100, ISO 9001 and LP9000 (an internal standard based on ISO 9001 requirements). Many of our locations with LP9000 certifications are being transitioned to ISO 9001 third-party certified systems. Eleven locations were transitioned in 2023 and approximately 20 more are expected to be converted in 2024. This transition process will include a total of approximately 48 locations and is expected to be complete by the end of 2025.

We believe there are several key benefits to converting our internal systems over to ISO 9001 certifications. ISO 9001 is the most widely used and recognized QMS standard in the world. Utilizing ISO 9001 will help us standardize our approach across business units, enhance our culture of quality, and align with the desires and expectations of our customers and investors.

Several of our locations hold certifications to laboratory, environmental, health, and safety standards such as ISO/IEC 17025, ISO 14001, and ISO 45001.





Management Responsibility

Our Segment Presidents, Business Unit Leaders, and Branch Managers are responsible and accountable for the implementation, maintenance, and improvement of QMS at our facilities.

Quality metrics are distributed quarterly to Segment Presidents and Business Unit Leaders as a key indicator of quality performance. QMS audits are performed annually at most locations and audit reports are distributed to Branch Managers for action and Business Unit Leaders for oversight.

Risk Assessment

We apply industry- and product-specific items such as Failure Mode Effects Analysis (FMEA), Production Part Approval Process (PPAP), and other tools where applicable to help ensure the quality and safety of our products.

Our Design FMEA considers safety implications and mitigation strategies for identified risks of our proposed offerings. Appropriate design changes to enhance product safety as identified in the Design FMEA are incorporated in the final design. Our Process FMEA evaluates the potential failures of relevant processes, establishes the potential impact of any failure, and identifies and prioritizes action items with the goal of alleviating risk. The analysis is initiated prior to the production process and maintained throughout the product's lifecycle. Other tools such as Design for Six Sigma are also being applied to improve and control products.

Product Testing

Our products are tested from time to time internally in our laboratories and/or by external, independent third parties when required by laws applicable to the manufacture and sale of our products, industry standards, our internal procedures, or as otherwise required by our customers.

The following are some of the regulations and requirements that we perform product testing for and/or comply to:

- Flammability standards
- Lead and phthalates testing
- California TB 117-2013
- California Proposition 65
- EU REACH
- EU RoHS
- Consumer Product Safety

Corrective Action

In the event of a product quality issue or nonconformity, including those arising from complaints, we will address the nonconformity, and as applicable:

- Evaluate the need for action to eliminate the cause(s) of the nonconformity.
- Implement appropriate corrective actions.
- Review the effectiveness of corrective actions taken to prevent recurrence.
- Update risk and opportunities determined.
- Make needed changes to the QMS.

Reporting

We are subject to various consumer product regulations that require certain product quality or safety incidents to be reported. For example, we follow the reporting requirements outlined in Sections 15(b) and 37 of the Consumer Product Safety Act of 1972. We also follow the early warning reporting and additional reporting requirements of the National Traffic and Motor Vehicle Safety Act.

We have protocols in place to identify incidents of noncompliance with regulations and/or voluntary codes and standards concerning the health and safety impacts of our products, and to disclose such incidents to the applicable regulatory agencies where appropriate. In 2023, there were no consumer impacts from our products resulting from such noncompliance that required disclosure in our reports filed with the Securities and Exchange Commission (SEC).

Incident Investigation

Our product incident investigation includes steps to complete in the event of a product incident, such as quarantine, recall, agency notification, and/or legal hold as appropriate. Providing routine communication to our employees on improvements and associated tools and resources is an important step in providing safe, high-quality products.

In the event of potential noncompliance with regulations and/or voluntary codes or standards pertaining to our products, we investigate the matter, review and address any noncompliance, and engage in corrective action, where appropriate.

Objectives and Targets

Our Cost of Quality metric is used to communicate effectiveness and identify opportunities to drive continuous quality improvement for most business units and/or production facilities operating under our QMS. A critical part of the Cost of Quality is the cost of failure or nonconformance. The metric is comprised of factors such as scrap, rework, customer credits, and warranty costs as well as internal inspection and prevention expenses. Cost of Quality reports are generated and distributed quarterly to members of our Executive Leadership Team and Business Unit Leaders to assess quality levels and drive improvement activities.

Compliance and Audit

Our QMS team conducts internal quality system audits approximately once a year at all facilities that are internally certified. External audits are conducted annually at all IATF-, AS-, and ISO-registered facilities by accredited third-party certification bodies. Branch Management is responsible for correcting and resolving nonconformities identified during audits in accordance with QMS procedures.

Training

As required in our QMS procedures, we ensure that personnel receive the necessary education and training for their positions. Training is provided to all employees, including full-time, part-time, and temporary employees, who perform work affecting the quality of our products.



Chemical Management & Compliance

We are committed to protecting human health and the environment by minimizing risks from chemical substances, ensuring the safe use and storage of chemicals, and complying with chemical regulations.

Chemical Management Procedures in Operations

Chemical use and storage procedures are required of all facilities and are outlined in our Environmental Policy Handbook. On-site chemicals are managed according to federal, state, and local regulations and through a risk-based approach. There are various operational processes we use to phase out or substitute chemicals considered to be high-risk.

All facilities are required to follow an environmental management system related to the oversight of chemicals used during product manufacturing. These requirements include processes such as maintenance of Safety Data Sheets (SDS), chemical tracking systems, yearly formal assessments for selected facilities, and corrective action procedures.

Additionally, Risk Management Plans, Spill Prevention Control and Countermeasure Plans, and hazardous waste identification and disposal are implemented per federal and state regulations, where applicable. These procedures minimize the risk of chemicals making their way into the natural environment. Important steps in our process to minimize risk are coordinating with suppliers to obtain chemical information; reviewing chemical usage and SDS; and implementing hazardous waste contingency and minimization plans, Stormwater Pollution Prevention Plans, and employee training.

For our U.S. locations, annual chemical release information is publicly available through the U.S. Environmental Protection Agency Toxic Release Inventory reports and Tier II hazardous chemical inventory reports.

Chemical Management in Products

We use a variety of chemicals in the manufacturing of our products, with the largest use in our Specialty Foam business. Many of our products contain multiple components that are made of a variety of chemical substances. These include, but are not limited to, foam, plastics, and fabrics. Managing chemicals throughout the product's lifecycle is important to minimize and prevent environmental impacts and harm to human health.

Operational Processes and Practices to Manage Chemicals in Products

Our environmental programs contain information on chemical content in our products and safe use of products containing certain regulated substances. In accordance with our procedures, we provide relevant information and instructions to our customers on chemicals in products when required to allow for safe use. We comply with the European Union's Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS) Directive and REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals), in addition to other regulatory chemical lists.

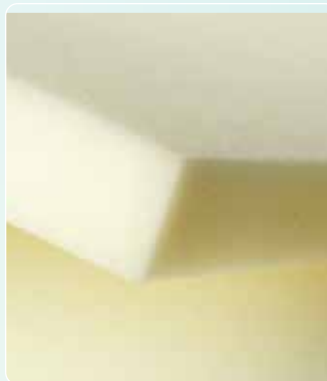
We review products against common chemical lists of concern, including REACH, RoHS, and California's Proposition 65 requirements to determine any appropriate disclosure.

In addition, we provide Safety Data Sheets on products when required by applicable laws. This facilitates the safe handling and use of our products in accordance with regulatory requirements to the extent applicable to our operations. Our procedures for product information and labeling focus on compliance with applicable laws and customer requirements.



Chemical Elimination Processes

Throughout our businesses, we closely follow regulations, research, and industry guidance to determine what chemicals should be considered for elimination from our products. Various inputs drive chemical substitutions and evaluation of alternatives in finished products. Prohibiting the use of specific chemicals due to existing or anticipated regulations, permit requirements, customer compliance requirements, or customer requests are examples of opportunities we take to limit our use of specific chemicals. Phase-out plans to eliminate specific chemicals are underway in our Specialty Foam business.



Our Specialty Foam business has developed capabilities to replace petrochemicals by processing specific renewable raw materials into foam formulations. These renewable raw materials include bulk chemicals, which comprise most of our formulations

known as polyols. Historically, these polyols were based on petrochemical sources. We have partnered with several bio-based chemical companies to incorporate, in part, a substitute polyol source known as natural oil polyol (NOP), derived from raw materials based on crops such as soy and castor.

Third-Party Certifications

Product certifications, such as CertiPUR-US® and the Carpet and Rug Institute Green Label-plus certification, demonstrate a commitment to limiting chemical risks to human health and the environment. Our specialty foam products meet the highest standards for safety with CertiPUR-US® certification. CertiPUR-US® emissions and analysis methods are compatible with other standards such as Ecolabel (EU), LGA (Germany), OEKO-TEX 100 (Class IV Mattress), EU1, Blue Angel (Germany), IKEA, AQS Green Label, and BIFMA criteria.

In our Flooring Products business, all carpet cushion products are CRI Green Label Plus-certified. Green Label Plus is an independent testing program that identifies carpet, adhesive, and cushion products with very low volatile organic compounds emissions to help improve indoor air quality and helps our customers achieve LEED green building certification.

Looking Ahead

Our goals are to advance our chemical management program to identify, reduce, and eliminate chemicals of concern within our products and processes. In 2023, we reviewed technology solutions that would enable the development of an enhanced database to track chemicals more efficiently and to improve and inform decision-making processes related to chemical management in our businesses.



The Environment



As a global manufacturing company of diverse products, we are committed to demonstrating strong environmental stewardship. We maintain environmental management programs to ensure we are compliant with environmental regulations where we operate, and we pursue resource conservation opportunities throughout our operations.

KEY PRIORITIES

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

OUR GOALS

- Standardize and maintain environmental management systems
- Increase the number of manufacturing locations considered zero waste to landfill
- Improve water use efficiency
- Reduce our absolute Scope 1 and 2 GHG emissions
- Evaluate Scope 3 GHG emissions
- Maintain Environmental Protection Agency (EPA) SmartWay Certification for our fleet





Environmental Management & Operational Efficiency

We are committed to demonstrating strong environmental stewardship and strive to reduce our impacts on the environment. Our Environmental Management System (EMS) provides all Leggett & Platt locations with the environmental standards required to ensure the welfare of our team members and the sustainability of our environment. To meet our high standard of responsibility, we strive to:



- Advance environmental protection and use natural resources more efficiently in our operations.
- Comply with environmental regulations everywhere we operate.
- Support environmental awareness and involve employees in the development and implementation of sustainability and environmental programs.
- Train employees on compliance and best practices associated with environmental and sustainability initiatives.
- Enforce site-specific compliance requirements through audits, compliance assessments, and corrective action systems that drive continual improvement.
- Reduce our energy consumption by using energy-efficiency strategies and encourage energy-management programs.

The Nominating, Governance and Sustainability Committee of our Board of Directors and our CEO oversee the company's environmental management programs. Our CFO, who reports to the CEO, maintains management-level oversight of our environmental management systems and programs, which are guided by key company policies including:

- Environmental, Health, Safety, and Sustainability (EHSS) Policy
- Environmental Policy Handbook
- Business Policies Manual

In 2023, we launched an enhanced Environmental Policy Handbook that provides EHS standards required to ensure the welfare of our employees and the sustainability of our environment. The handbook provides updated EHS regulations and resources to support our operations in implementing the required standards. Training on the handbook was provided across all business units and is available in 16 languages. It addresses topics such as:



Leggett & Platt
**ENVIRONMENTAL POLICY
HANDBOOK**

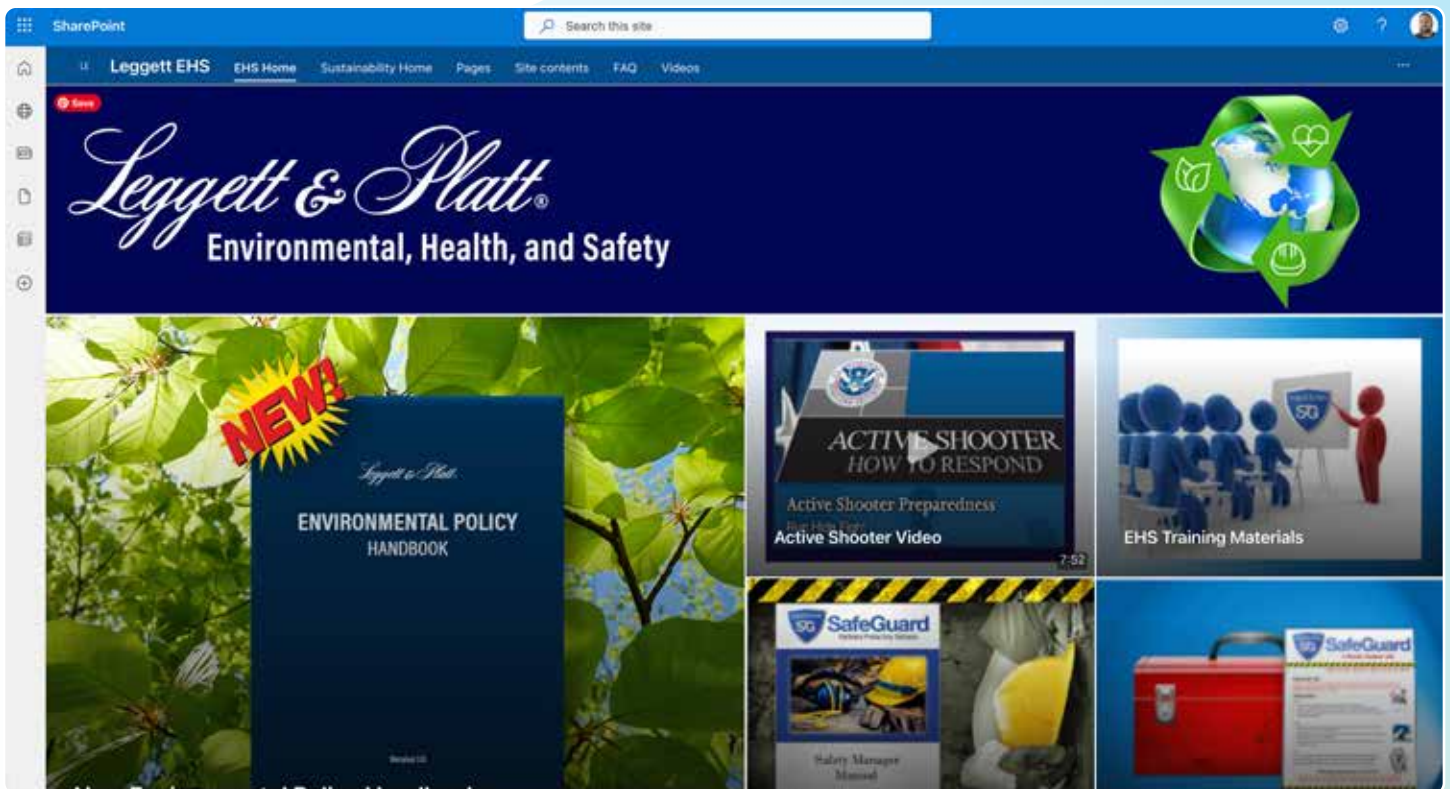
Incident/accident notification procedures and reporting requirements

Best practices associated with environmental and sustainability initiatives

Compliance assessments, government inspections, and corrective action systems that drive improvements

Regulations for air emissions, chemical use and storage, environmental training, spill prevention, stormwater, waste, and wastewater

In 2023, we instituted an updated EHS organizational model. The model provides all business units with a dedicated EHS Manager to support the needs of the business. We also launched a new EHS internal website to more effectively share communications, tools, training materials, and other resources.



We have made great progress at standardizing our EMS program and plan to continue these efforts in 2024, including:

- Initiating development of a Sustainability Handbook as a supplement to our Environmental Policy Handbook. The Sustainability Handbook will outline best practices, expectations, resources, and standardized procedures to collect and track energy, water, and waste data and contribute to activities aligned with reducing our GHG emissions.
- Providing training and developing an internal sustainability website to support our businesses with guidance and resources.
- Developing a sustainability assessment to complement the environmental compliance assessments and monitor the effectiveness of the required policies and processes identified in the Sustainability Handbook.

Environmental Compliance & Sustainability

Compliance with environmental regulations is mandatory in each of our facilities worldwide. Globally, environmental compliance programs are in place to address site-specific compliance requirements, and each of our facilities is expected to conduct a self-assessment or an assisted assessment annually. Regular EHS compliance assessments provide opportunities to:

- Identify and reduce EHS risk.
- Measure a facility's compliance with applicable EHS regulations, permits, compliance plans, and training requirements.
- Increase EHS awareness.
- Detect and correct potential non-compliance situations.
- Identify training opportunities.



In many of our facilities, we demonstrate our commitment to the environment by pursuing environmental management system certifications. We have 24 facilities certified to ISO 14001, primarily within our Automotive and Hydraulic Cylinders businesses.

Our EHS team provides training to facility environmental managers and offers business-specific workshops. Business unit EHS managers also provide environmental manager training. In 2023, we conducted all training required by country and/or permit-specific regulations, as well as refresher training on specific opportunities identified by our management teams. All business units conduct EHS focus group meetings quarterly and more frequently as needed.

In 2023, we invested in a technology solution to more efficiently gather and analyze data from our businesses and support the expansion of our ESG reporting capabilities. This platform enables the refinement of our processes and supports improved data integrity.

Air Emissions

Our air emissions program prioritizes compliance with commonly regulated air pollutants such as particulate matter, volatile organic compounds (VOC), sulfur oxides, carbon monoxide, nitrous oxides, and others. Sources that emit VOC or hazardous or toxic air pollutants are subject to our compliance policy. Locations with potential air emissions conduct an inventory to identify sources and then quantify air emissions. If air emissions are identified, air regulations are reviewed to determine permit applicability. As a result, we are able to reduce our impact on the atmosphere through reviews of our emissions, revisions and reformulations of the products used in our processes, and compliance efforts with permit requirements.

Waste Management

Our waste management program focuses on the appropriate handling of hazardous and non-hazardous waste. Reducing, reusing, recycling, and diverting waste from landfill disposal are key areas of focus in our manufacturing facilities. Many of our operations have implemented or expanded waste diversion programs to limit the volume of waste disposed of in landfills.

We drive waste management compliance with national and local regulations through protocols including, but not limited to:

- Collection, storage, transportation, treatment, and disposal requirements.
- Contingency plans for spills and emergencies, as required by regulations.
- Training employees who handle hazardous waste.
- Completing vendor checks on waste transporters and destination facilities.
- Maintaining records and tracking wastes.



Recycling

We recycle steel, urethane foam, paper, cardboard, plastic, chemicals, and lubricants, and use a significant amount of recycled materials in our manufacturing processes. On-site waste-related policies include an electronic waste policy, which provides guidelines for electronic waste recycling. Additional recycling programs exist for a number of other waste streams.

2023 waste management and recycling examples include:

- Our rod mill used approximately 350,000 tons of recycled scrap steel in our production process.
- Approximately 21,000 tons of slag/ladle debris from our rod mill's electric arc furnace (EAF) were sent to a local landfill as a beneficial reuse material. The landfill uses the slag/ladle debris as road-building material within the active landfill areas as an alternative to natural-quarried local limestone.
- Dust created from the EAF at our rod mill is redirected from landfill disposal to processing in a kiln where zinc and heavy metals are recovered. Approximately 1,800 tons of zinc were reclaimed, and the remaining kiln by-product is used by the cement industry as a raw material, thereby eliminating a hazardous waste that previously required disposal.
- We incorporate millions of pounds of recycled urethane foam in our annual production of bonded carpet cushion.
- Acid used in our wire-drawing operations is processed in acid-recovery systems, allowing for acid reuse.

Reducing our contribution to landfill waste is an important area of focus. In 2024, we plan to complete an initial global waste footprint inventory to understand our waste impact and inform our waste management goals. We also plan to develop a baseline metric of zero-waste-to-landfill locations as well as a strategy to expand this designation to additional locations, share waste management best practices among our businesses, and establish key performance metrics.



Recycled Plastic in Work Furniture

In our Work Furniture business, one of our operations helps meet customer needs for high-quality, structural and non-structural components using 100% recycled plastic. Over the past decade, this operation has used more than 6,000 tons of recycled industrial plastic in a patented melting process to generate product solutions. In addition to contributing to the diversion of plastics from landfill disposal, the resultant products can support the U.S. Green Building Council's LEED rating system and the GREENGUARD Certification Criteria.

Water Resources

Our businesses use water from multiple sources in a variety of manufacturing processes. The majority of our U.S. water withdrawals are from public water supplies, such as a utility or municipality. However, a small number of facilities are served by groundwater wells. The quality of water used is important and where needed, water pretreatment systems are installed to achieve the desired water quality parameters.

In 2023, we initiated our first global water use inventory to gather a more complete picture of our water withdrawals and discharges from all facilities. Using 2022 data, this global baseline assists us in understanding water resource management throughout our operations. We will continue to inventory our global water use to enhance our reporting and enable tracking by location and across the company. This will support our efforts to establish additional water resource goals.

Stormwater Management

The majority of our operations are subject to a state general stormwater permit program. The primary method of controlling stormwater discharges is the use of best management practices (BMP). This is achieved by using structural and nonstructural controls. Stormwater Pollution Prevention Plans (SWPPP) are a main component of complying with general stormwater permit requirements. BMPs and SWPPPs are reviewed annually during EHS assessments to ensure environmental compliance.



Industrial Wastewater

A large number of our U.S. water discharges are to publicly owned wastewater treatment facilities and comply with effluent requirements. A small number of facilities use septic tanks, have on-site wastewater treatment systems, or use a third-party vendor to dispose of wastewater offsite. Our environmental programs provide guidance that all facilities are required to follow related to on-site effluent management. Risk-management planning and spill-prevention procedures are designed to prevent chemical releases to U.S. waters.

Our operations comply with applicable wastewater regulations. Each location identifies sources of wastewater generated on-site. An evaluation is conducted for the potential discharges associated with each wastewater source. Disposal methods are determined by characteristics, process, and volume of wastewater.



Water Recycling at Our Steel Rod Mill

Our steel rod mill uses water for a variety of steel production processes. A large on-site pond serves as cooling water for the caster process and equipment cooling of the rod mill roll line. The pond water is recirculated several times before being discharged, avoiding the pumping of a large amount of groundwater annually.

Greenhouse Gas Emissions Reduction

We recognize the importance of doing our part to reduce carbon emissions from our manufacturing, warehouse, and office locations. Our Scope 1 and Scope 2 GHG emissions inventory base year is 2019. We chose 2019 as our base year as it was the nearest-term historical year that most closely represented typical operations prior to the COVID-19 pandemic.

Our data-gathering efforts commenced in 2021 and culminated in four years of data collection through 2022. We engaged a public accounting firm to perform a limited assurance engagement on our 2019-2022 Scope 1 and Scope 2 GHG emissions data. We are pleased to share our Scope 1 and Scope 2 GHG emissions metrics below. See Appendix 1 for the Report of Independent Accountants and our management assertion.

GHG Emissions 2019-2022

This table shows our Scope 1 and Scope 2 GHG emissions in metric tons of CO₂e.

Year	Scope 1*	Scope 2 Market-Based	Total
2019	226,456	366,504	592,960
2020	217,351	312,312	529,663
2021	225,235	355,112	580,347
2022	200,329	285,471	485,800

Scope 2 location-based emissions are provided in Appendix 1.

*Our Scope 1 emissions include process emissions from our steel rod mill and exclude all others. Additionally, for Scope 1 and 2 GHG emissions, only three of the seven gases are included in our inventory at this time (CO₂, CH₄, and N₂O).



Carbon Reduction Target

We anticipate setting a carbon reduction target in line with the latest climate science. As we evaluate our GHG emissions, we recognize the importance of understanding the impact of our emissions across our value chain. We aim to compile a full emissions inventory, including Scope 3, to inform the setting of a science-aligned carbon-reduction target. We currently anticipate completing this process by the end of 2025.

Our Roadmap to Reduce Emissions

Achieving GHG emission reductions will require strategic actions across our company. Based on our GHG emissions inventory, key drivers of carbon emissions include our Steel Rod and Drawn Wire businesses, fleet, and electricity use.

Our emissions-reduction pathway will be informed by a deeper understanding of our company emissions profile, available decarbonization levers, emission-reduction potential, and the estimated costs of identified actions. These criteria, in addition to others, will drive the development of our decarbonization roadmap, resulting in a specific, executable plan to achieve our target and align our emission-reduction goals with the necessary operational actions. We currently do not have an estimate of the capital expenditures or operating costs that may be required to implement our GHG-reduction strategies.

Work is underway to further define our decarbonization roadmap and we have made progress to broaden energy management programs, implement energy-efficiency projects, and evaluate fleet performance projects.



Team Player in the Steel Industry

Leggett & Platt is a member of the Global Steel Climate Council (GSCC), a non-profit association focused on advancing climate strategy by developing guidelines and standards and advocating for reduction in carbon emissions by members of the steel industry. As a member of the GSCC, our Steel Rod business is able to utilize the tools and frameworks provided to take action toward decarbonization. This membership encourages our compliance with the GSCC Steel Climate Standard and demonstrates our commitment and contribution to emissions-reduction goals for safer, cleaner, and emissions-reducing processes in the steel industry.

Reducing Energy Consumption

Reducing energy consumption across our global operations is part of our GHG emissions reduction objectives as well as a cost-saving opportunity. In 2023, we undertook the following energy management and reduction actions:

- Performed energy-use analysis for four of our largest U.S. energy-consuming manufacturing locations, demonstrating a 5.4% total improvement in energy intensity over our 2019 baseline.
- Conducted energy assessments at three U.S. manufacturing locations through our partnership with the Department of Energy (DOE) Industrial Assessment Centers Program. These energy assessments identified potential annual cost savings and the potential for annual CO₂ emissions reductions to be further assessed.
- Conducted an on-site energy treasure hunt training at one of our Bedding business operations. Approximately 30 team members identified projects that, if implemented, would result in cost savings and carbon dioxide emission reductions.
- Awarded a 2024 DOE Better Plants In-Plant Energy Treasure Hunt Training Exchange for two of our Home Furniture locations.
- Completed a lighting improvement project at our steel rod mill, which is estimated to save approximately 2.36 million kilowatt hours (kWh) annually, resulting in a reduction of approximately 1,130 annual metric tons of carbon dioxide equivalents. Since initiating the lighting improvement program in 2019, 15 U.S. locations have been retrofitted with new energy-efficient lighting, resulting in avoidance of approximately 13.9 million kWh of electricity and more than 6,100 metric tons of carbon dioxide equivalents.

These programs and projects, in the aggregate, are not expected to have a material impact on our financial statements, but indicate specific actions that contribute to reducing energy consumption. Looking ahead, our energy-management initiatives will improve by forming a more complete energy-intensity baseline through the inclusion of additional U.S. manufacturing locations. Throughout 2024, we are committed to conducting additional energy assessments and implementing lighting retrofits to expand our efforts to reduce energy consumption.



Unlocking Efficiency: ISO 50001 Energy Management System

In our Hydraulic Cylinders business, our facility in Germany is ISO 50001-certified. The ISO 50001 certification provides a framework for implementing an effective energy-management system, reducing costs, enhancing energy efficiency, and minimizing environmental impact. The requirements and standards that accompany this certification make it easier to integrate energy-management efforts and improve quality and environmental management. As an ISO 50001-certified facility, this location is committed to improving energy performance and reducing energy consumption.



Department of Energy Better Buildings, Better Plants Program



Leggett & Platt is a proud partner of the U.S. Department of Energy's Better Buildings, Better Plants program. Since 2018, this partnership has enabled us to utilize the vast tools, resources, and expertise provided by the Department of Energy to support various energy-management practices. In 2023, we established an energy-use and energy-intensity baseline for four U.S. locations that account for a large portion of our total energy use. This baseline analysis compiles the energy use and production data from a facility to determine its energy intensity and identify opportunities for energy efficiency and optimization. In 2024, we plan to complete energy-use and energy-intensity baselines for additional U.S. manufacturing locations to account for a majority of our total energy use baseline. The resulting energy intensity metric established from this analysis will support the monitoring toward our DOE Better Plants goal of reducing our energy intensity throughout U.S. manufacturing operations by 25% in 10 years, over a 2019 baseline year.



Reducing Fleet Emissions

We operate approximately 750 vehicles, which includes our internal logistics fleet and private passenger vehicles. Improving efficiency is an important factor in our emission-reduction pathway and decarbonization plan.

Globally, mobile emissions contributed almost a quarter of our 2019 Scope 1 GHG emissions, but by 2022 decreased to 20% of our Scope 1 emissions. We continue to explore potential opportunities to reduce our fleet emissions.

In 2023, we initiated the following projects to support fleet emission reductions:

- Joined the Environmental Protection Agency SmartWay program as a SmartWay Partner. Participating in the program is the gold standard in the U.S. trucking industry and will help advance our supply chain sustainability by measuring, benchmarking, and improving our freight transportation efficiency.
- Built a dashboard that captures the emissions impact for freight managed by our Corporate Logistics team. The dashboard displays data analysis and key performance metrics that provide visibility to current trends that will inform the identification of emission-reduction opportunities and drive measurable success over time.



From Propane to Plug-in: Reducing Fuel Use by Electrifying Forklifts

In our Specialty Foam business, one of our locations is transitioning from propane to electric forklifts. Beginning in 2022, this facility implemented a program to replace over 20 liquefied petroleum gas forklifts with electric forklifts. The program has been successful at reducing the use of propane and has led to noise reduction and other benefits as well.



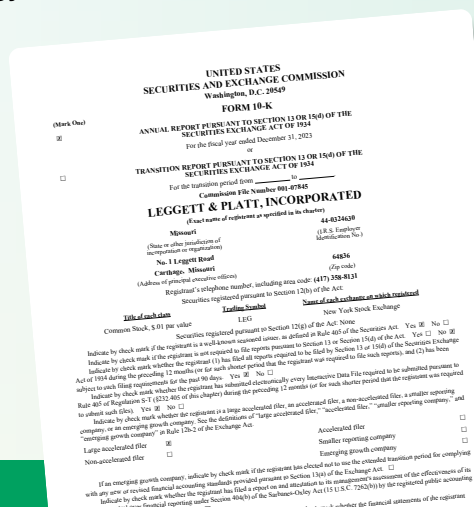
Climate-Related Risk

Understanding the climate-related risks and opportunities to our business is important in making future business decisions. In addition to the responsibilities stated in the Business Ethics and Governance section, the Board and the Nominating, Governance and Sustainability Committee actively supervise our overall strategies, including climate-related risks and opportunities. The governance mechanisms into which climate-related issues are integrated include reviewing and guiding strategy, assessing major action plans, monitoring implementation and performance of objectives, and overseeing progress toward goals and targets for addressing climate-related issues.

Our CEO is the highest management-level position with responsibility for climate-related issues. Our management team, subject to Board and Committee oversight, structures, monitors, and adjusts our climate-related efforts in a manner that best serves the interests of the company and its many stakeholders. Senior management reviews the long-range plans of our business units on an ongoing basis. These plans consider long-term climate-related implications and the ability to meet customer needs related to sustainability topics.

Although our diverse geographical manufacturing footprint and our broad geographical customer base mitigate the potential physical risks of any local or regional climate change weather-related event having a material effect on our operations and results, the increased frequency and severity of such weather-related events could pose a risk to our operations and results. However, in the future, depending on whether severe weather-related events increase in frequency and severity, such events could result in potential damage to our physical assets, local infrastructure, transportation systems, water delivery systems, our customers' or suppliers' operations, as well as prolonged disruptions in our manufacturing operations (including, but not limited to, our steel rod mill), all of which could harm our business, results of operations, and financial condition.

We identify, assess, and respond to climate-related risks and opportunities in our direct operations, and in our upstream and downstream value chain. We use technology-based tools to evaluate our property portfolio's exposure to catastrophic events, which are assessed at frequent intervals. We also integrated climate-related risk into our Enterprise Risk Management process, providing a structure to our internal processes for identifying, assessing, and managing climate-related risks.



Further discussion of potential direct and indirect physical effects, market transition risks, and regulatory risks associated with climate change is included in the **2023 10-K**.

Supply Chain Management



We rely on thousands of suppliers to provide the materials, goods, and services that our company needs to manufacture products for our customers around the world. We strive to ensure our suppliers operate according to our high ethical standards, which include the health, safety, and welfare of their employees, coupled with the protection and preservation of the environment.

KEY PRIORITIES

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

OUR GOALS

- Measure, benchmark, and improve logistics and network efficiency
- Maintain participation in the Customs Trade Partnership Against Terrorism (C-TPAT) program
- Effectively maintain vendor risk-management programs and identify sourcing risks

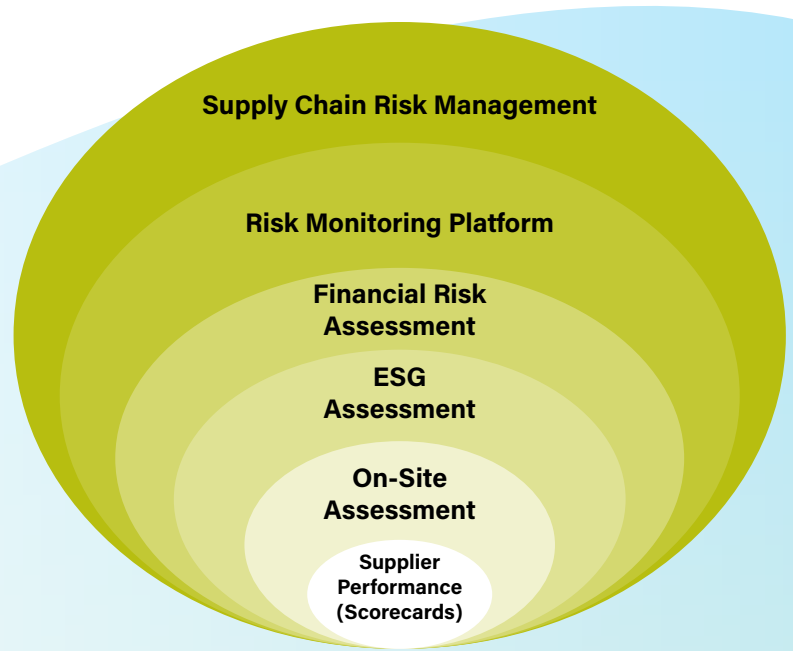


Supply Chain Risk Management

Our comprehensive Supply Chain Risk Management program identifies and addresses potential events that present risk and opportunities that may impact the achievement of strategic objectives.

Through our third-party risk-monitoring platform, we are able to systematically monitor varying risk criteria including financial, ESG, and operational risks.

Continued use of supplier risk-assessment tools and enhancement of this program will help mitigate risk within our supply chain and ensure our suppliers are aligned with corporate standards, goals, and initiatives.



Supplier ESG Assessment

Through a partnership with a third-party service provider, to further strengthen our supplier risk management and assessment processes, we have broadened the number of suppliers we are able to assess and the breadth of sustainability topics monitored. We asked all our critical Tier 1 suppliers to complete assessments on the new platform. Critical Tier 1 suppliers represent over 50% of our total spend. This deepening of supply chain intelligence allows us to further strengthen our relationships with key suppliers and ensure alignment of expectations.

The ESG and sustainability-related assessments include:

- Anti-Bribery & Anti-Corruption
- Supply Chain Responsibility
- Trading Partner Security
- Quality Management
- Business Continuity
- Management & Owners
- Financial Information
- Conflicts of Interest
- Cybersecurity
- Data Protection (GDPR)
- L&P Supplier Code of Conduct

- Environmental Protection
- Energy Management
- Carbon Footprint

- Human Rights & Labor
- Health & Safety
- Inclusion, Diversity, and Equity
- Living Wages

 [Visit our Supplier Information Webpage Here](#)

Social Standards & Compliance

The Leggett & Platt Supplier Code of Conduct, along with our standard purchase order terms and conditions, serve as the foundation for ensuring our suppliers operate according to our high ethical standards.

We regularly enhance our Supplier Code of Conduct to include additional topics that help ensure our suppliers operate their businesses in a way that is consistent with our values. We have included, or strengthened, our expectations for suppliers in the areas of ethical business dealings; environment, health, and safety; product regulatory compliance; labor and human rights; ID&E; data privacy and cybersecurity; accurate books and records; and violation reporting. The enhanced Supplier Code of Conduct is included in our purchase order terms and conditions and is published on our website.

All our critical Tier 1 suppliers acknowledge the Code through our assessment platform and confirm they will not engage in corruption and will fully comply with all applicable anti-corruption laws and regulations of the countries in which they operate.

To supplement our Supplier Code of Conduct and standard purchase order terms and conditions, we also utilize a multi-layered risk-based approach to help ensure prospective and current suppliers can meet our standards and their obligations.



Elements of our process include automated risk monitoring, financial risk assessments, Office of Foreign Assets Control (OFAC) denied party screening, and sustainability and supplier assessments. A determination is made whether the supplier can move to "Qualified" status and if an improvement plan needs to be implemented. If required, an improvement plan will be conducted following an initial on-site assessment. We work with the supplier to prioritize the corrective actions and develop a timeline for implementation. Following the initial on-site assessment, renewals are scheduled based on annual spend with the supplier.

Supply Chain Diversity Efforts

Our Supplier Diversity Council continues with efforts to measurably develop innovative, high-value supplier relationships and engage with supplier diversity partners to positively impact all our stakeholder communities. Additionally, we track diversity spend with certified businesses and partner with leading organizations, including the National Minority Supplier Development Council (NMSDC) and Women's Business Enterprise National Counsel (WBENC), to collaborate, network, and learn about best practices.

We believe that our corporation and communities benefit from providing equal opportunities for diverse business enterprises to compete for our business. Our **Supplier Diversity Policy** describes our program that provides companies equal opportunities to work with us, while growing their business.

Customs Trade Partnership Against Terrorism (C-TPAT)

Leggett & Platt is a long-standing, fully certified and validated member of the C-TPAT program. We are both a domestic and foreign manufacturer member of the C-TPAT program and have been participating in the program since its inception.

Through this program, U.S. Customs and Border Protection (CBP) works with the entire trade community to strengthen international supply chains and improve United States border security. C-TPAT is a voluntary public-private sector partnership program which recognizes that CBP can provide the highest level of cargo security only through close cooperation with all the principal stakeholders of the international supply chain such as importers, carriers, consolidators, licensed customs brokers, and manufacturers.

We greatly value our membership in this program and gain many benefits in terms of supply chain privileges. Through our continuing relationship with CBP, we have ingrained sound supply chain security concepts into our normal business processes.



Conflict Minerals

We are committed to the responsible sourcing of tin, tantalum, tungsten, and gold (Conflict Minerals) in our products. We work diligently with our suppliers to ensure compliance with the SEC's Conflict Minerals Rule. We share more information in our [Conflict Minerals Policy](#).

With regard to the extraction and trade of Conflict Minerals, we seek to avoid sourcing Conflict Minerals that contribute to human rights abuses in the Democratic Republic of the Congo and adjoining countries (Covered Countries). We also seek to avoid sourcing Conflict Minerals from armed groups or security forces that illegally control or tax mine sites, transport routes, trade points, or any upstream actors in the supply chain.

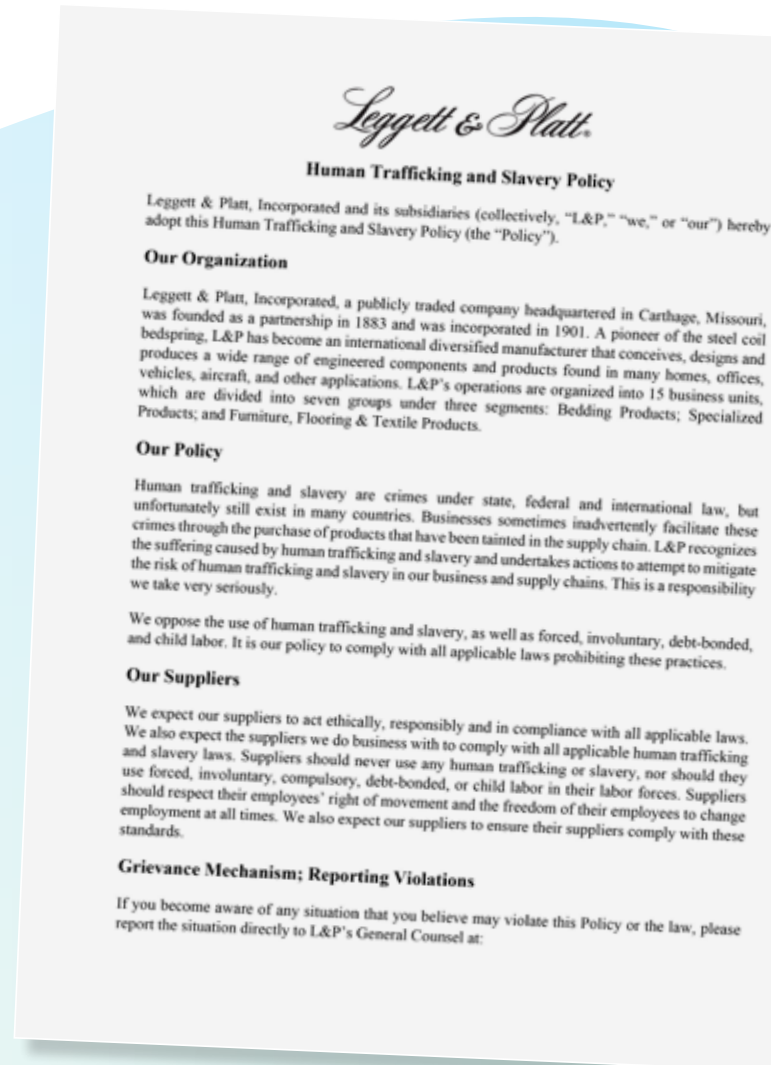
We conduct due diligence on the source and chain of custody of Conflict Minerals. Our due diligence measures conform, in all material respects, to the framework in the Organization for Economic Co-operation and Development's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (Third Edition), including the related supplements on tin, tantalum, tungsten, and gold specifically as such supplements relate to our position in the supply chain as a downstream company.

We regularly participate in multi-stakeholder initiatives designed to improve regulatory compliance and responsible sourcing associated with Conflict Minerals. We are a member of the Responsible Minerals Initiative (RMI), which is a multi-stakeholder collaboration that provides its members with tools and resources to address issues associated with responsible minerals sourcing in their supply chains.

Human Trafficking & Slavery

We take the following steps to attempt to identify and mitigate risks of human trafficking and slavery within our business and supply chains:

- Due diligence on selected suppliers through our risk-based sourcing evaluation process, which includes, among other things, supplier verification that human trafficking and slavery is not part of the supplier's chain.
- On-site audits of selected suppliers to evaluate compliance with our policy on human trafficking and slavery.
- Standard purchase order terms and conditions that generally require our direct suppliers to ensure that the products and services we purchase will be produced in full compliance with all applicable laws regarding human trafficking and slavery and include procedures for suppliers failing to meet our standards.
- Our Business Policies Manual states our opposition to the use of human trafficking and slavery. Our Business Policies Manual also includes accountability standards for our employees regarding human trafficking and slavery.
- Training is provided annually to employees who have direct responsibility for supply chain management. In 2023, training materials, company policies, and information on human trafficking and slavery were distributed to employees of our Corporate Procurement Department and management with direct responsibility for our supply chain.
- We distribute assessments to substantially all our critical Tier 1 suppliers. This assessment asks such suppliers to confirm, among other things, that (1) they have measures in place to prevent any kind of slavery and forced labor; (2) they comply with local legislation on the minimum age of employees; and (3) they do not violate the International Labor Organization Forced Labor Convention (No. 29), the ILO Abolition of Forced Labor Convention (No. 105), or the ILO Worst Forms of Child Labor Convention (No. 182).



Business Ethics and Governance



Leggett & Platt.
CORPORATE HEADQUARTERS

We are committed to ensuring a culture of good governance and high ethical standards within our businesses. Rigorous corporate governance contributes positively to long-term shareholder value, and our dedication to ethics instills integrity in all aspects of our business.

KEY PRIORITIES

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

OUR GOALS

- Provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met
- Maintain a diverse Board of Directors and Executive Leadership Team in terms of gender, race, and ethnicity to cultivate a mix of opinions, perspectives, skills, experiences, and backgrounds





Earning a High Rating from ESG Rating Organization

In 2023, Leggett & Platt, Inc. received a rating of AA in the MSCI ESG Ratings assessment. MSCI ESG Research provides MSCI ESG Ratings on global public and a few private companies on a scale of AAA (leader) to CCC (laggard), according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers.

The use by Leggett & Platt of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Leggett & Platt by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Board Leadership & Oversight

At the end of 2023, nine of 11 of our directors were independent and one director was a management director. The Board of Directors (Board) believes that its structure and composition of highly experienced and engaged independent directors and an executive director provide effective oversight of the company's management.

The Board actively supervises our overall strategies, including our ESG strategy and ID&E efforts. The Board also oversees our cybersecurity defense programs.

The Board's Audit Committee oversees the company's compliance programs including our Financial Code of Ethics, Code of Business Conduct and Ethics, and Global Anti-Bribery Policy.

The Nominating, Governance and Sustainability Committee oversees the company's corporate responsibility and sustainability policies and programs, including ESG matters; reviews the sustainability report and any sustainability targets; and annually reviews political and charitable contributions.

The Human Resources and Compensation Committee oversees ID&E efforts, human resources policies and programs, compensation arrangements, executive succession planning, and leadership development.

Our management team, subject to Board and Committee oversight, structures, monitors, and adjusts our sustainability efforts in a manner that best serves the interests of the company and its many stakeholders. Senior management reviews the long-range plans of our businesses on an ongoing basis. These plans consider long-term sustainability implications and the ability to meet customer needs.

Board of Directors Representation

Leggett & Platt recognizes the value of cultivating a Board with a diverse mix of opinions, perspectives, skills, experiences, and backgrounds which we believe enhances the decision-making processes and achievement of our long-term strategy. At the end of 2023, three of our nine independent directors (33%) were female, and four of nine (44%) were racial or ethnic minorities.

ESG Governance Structure





Business Ethics, Transparency, & Reporting

We are focused on maintaining strong governance and ethics standards, and this focus starts at the top. Our efforts are led by the Chief Compliance Officer, who is also the Executive Vice President – General Counsel, with oversight by the Board and senior leaders.

We are committed to ethical business practices, which are premised on our company values. 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. The Audit Committee monitors our enterprise risk management process and our controls, compliance, and ethics. The Nominating, Governance and Sustainability Committee has direct oversight of ESG matters unless otherwise retained by the full Board. The Human Resources and Compensation Committee oversees HR policies and programs and various compensation plans.

We also maintain good governance and effective operations through written policies and auditing programs throughout the company. Our written policies, procedures, and controls set the standards that guide our actions and ensure the highest levels of responsibility, integrity, and legal compliance across our businesses. We strive to ensure compliance with these standards through ongoing review, monitoring, and auditing of our procedures and controls, including regular anti-bribery, anti-corruption, and competition risk assessments at substantially all our operations. Our internal audit team proactively consults with and surveys a sample of employees regarding potential ethical concerns.



Our governance structure supports our sustainability and accountability:

- Annually elected directors
- Majority voting and 3/3/20/20 proxy access
- Diverse board and management team at 2023 year-end
 - 6 of our 9 independent directors are diverse by race/ethnicity or gender
 - 3 of our 9 corporate executive officers are diverse by race/ethnicity or gender
- Policies supporting the integrity of our operations



Code of Business Conduct and Ethics
Financial Code of Ethics
Corporate Governance Guidelines
Human Rights Policy
Global Anti-Bribery Policy
Supplier Code of Conduct
Supplier Diversity Policy
Environmental, Health, Safety, and Sustainability
Conflict Minerals
Human Trafficking and Slavery Policy



Visit our Governance Webpage Here

Anti-Corruption & Anti-Bribery

Companies are known by the reputation their employees and directors earn. Through the years, we have set a high standard for honesty, integrity, and ethical conduct. We work hard to fight all forms of corruption, including bribery and extortion. In addition to continuously promoting an atmosphere of ethical conduct, we maintain a Code of Business Conduct and Ethics that applies to all directors, officers, and employees, and a Financial Code of Ethics for our Chief Executive Officer, Chief Financial Officer, and Chief Accounting Officer.

Alongside these important policies, we have also adopted a Business Policies Manual; Global Competition Policy; Global Anti-Bribery Policy; Insider Trading Policy; Environmental, Health, Safety, and Sustainability Policy; Electronic Communication and Data Security Policy; Conflict Minerals Policy; as well as other policies, to help our employees understand our commitment to ethical business practices and support our culture of honesty, integrity, and ethical conduct. These policies guide our compliance efforts and address several important topics, including, but not limited to, bribery and corruption, antitrust and fair competition, conflicts of interest, gifts and entertainment, privacy and data protection, social responsibility, health and safety, insider trading, equal opportunity, and whistleblower retaliation protection.

All directors and executive officers must attest annually that they will comply with the Code of Business Conduct and Ethics. Our senior financial officers adhere to both this and the supplemental Financial Code of Ethics, to which they also must certify annually. We circulate our Business Policies Manual, Global Competition Policy, and Global Anti-Bribery Policy globally to substantially all employees with a company email address to confirm their continued compliance and provide sign-off each year. Substantially all our salaried employees and certain categories of employees in focus countries receive online training on our Global Anti-Bribery Policy, while certain categories of employees also receive training on our Global Competition Policy. We communicate our Global Anti-Bribery Policy to the Board annually, as well as to substantially all our suppliers designated as critical Tier 1 suppliers periodically. Moreover, we have a dedicated legal department and a network of trusted attorneys worldwide assisting with any compliance or regulatory issue that may arise at any location, facility, or place where we either do business or where our products are sold.

Third parties who do business on behalf of Leggett & Platt are expected to comply with all laws and regulations and abide by the core principles described in our Global Anti-Bribery Policy.



Every Leggett & Platt employee is expected to:

- Comply with all laws, regulations, and company policies
- Maintain ethical behavior
- Follow common privacy principles when dealing with personal information
- Report any suspected misconduct, illegal activity, fraud, abuse of company assets, or other violation of ethical standards

Whistleblower Program

Employees, suppliers, and customers are all empowered, without fear of 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. Various laws provide legal protection to certain types of whistleblowers. In addition, we strictly prohibit any form of discrimination, retaliation, or harassment against any employee who, in good faith, reports or participates in an investigation, or reports complaints of questionable or illicit conduct either within Leggett & Platt or to any governmental agency or commission. This helps foster an ethical workplace and a culture of integrity.

The Ethics Hotline is a telephone- and email-based reporting mechanism that is available 24 hours a day, seven days a week, 365 days a year. Information about the Ethics Hotline is translated into 14 different languages, and callers can utilize the designated phone number for their particular country, or a universal email address. Information about the Ethics Hotline is available on Leggett & Platt's website and employee intranet sites, incorporated into certain terms and conditions with third parties, included in various internal- and external-facing policies and procedures, and posted in multiple high-traffic areas in each of our facilities worldwide. Every employee is also provided written reminders of the Ethics Hotline semi-annually.

All reports into the Ethics Hotline are treated confidentially to the fullest extent reasonably practicable and allowed by law. Designated personnel are trained to handle reports in a way that maintains the integrity of the program. Employees and others making reports are encouraged to identify themselves and make themselves available to provide additional information, but they may choose to remain anonymous.

Each report is fully investigated and communicated through a robust Ethics Hotline reporting process. Any potential violation of law or company policy that is reported through our Ethics Hotline is immediately brought to the attention of certain members of the Board, senior leaders, the Chief Compliance Officer, and the Vice President of Internal Audit. Certain types of reports are also communicated to our Audit Committee and external auditors. All reports received are promptly investigated, and appropriate action is taken based on the findings.

In 2023, we received 112 reports that were processed through the Ethics Hotline. All of these reports were (or are currently being) investigated.

Personnel from the Legal, Internal Audit, and HR departments who administer and investigate hotline reports are qualified to conduct investigations into potential violations and have the appropriate authority and expertise to administer, review, investigate, and evaluate such reports. If needed, external resources are also available to assist in investigations.

Data Privacy and Cybersecurity Programs

We respect the privacy of the personal information entrusted to us by our employees, customers, vendors, shareholders, and visitors. This means not only focusing on complying with applicable privacy and data protection laws, but on reinforcing a culture that incorporates fundamental privacy principles, such as transparency, data minimization, and purpose limitation, into our data practices.

Our Chief Privacy Officer and Data Protection Officer work closely with contacts throughout the company to assess and guide our personal data practices and to provide training, policy support, and subject matter expertise.

Individuals are encouraged to read about our privacy practices, and we make it easy to contact us. For example, our posted Privacy Notices are easy to find and describe what personal information we collect, use, and share and why, and include contact information for raising questions or concerns.

We also understand the interplay between data privacy and data security and how fundamental an effective cybersecurity program is to privacy and data protection. Our cybersecurity program, led by our Chief Information Security Officer, is based on industry-recognized frameworks and takes a multifaceted approach to protecting our network, systems, and data, including personal information. We deploy a wide range of protective security technologies and tools including, but not limited to, encryption, firewalls, endpoint detection and response, security information and event management, multi-factor authentication, and threat intelligence feeds. In addition, we use an information security risk-management approach that includes monitoring security threats and trends in the industry, analyzing potential security risks that could impact the business, partnering with industry-recognized security organizations, and coordinating an appropriate response should the need arise. The program is regularly evaluated and assessed through internal and external audits or reviews. We follow generally accepted security standards in our operations to help protect the confidentiality, integrity, and availability

of our data and environments, and we require that our vendors and partners maintain a similar level of safeguards. We also know that there is a human element to effective cybersecurity programs and regularly train our employees to promote good cyber hygiene habits.

We take seriously any complaints or concerns related to privacy, data, and information security and prioritize their prompt investigation and proper resolution, including regulatory reporting and individual notifications as appropriate. If there is concern about the privacy or security of personal data, including suspected data breaches or misuse of data, employees are trained on reporting it so that it can be promptly investigated. As part of our process, we have a documented framework to timely and accurately remediate security incidents. We conduct periodic real-world simulation exercises to test, educate, promote awareness, and identify any refinements needed to the framework.



Visit our Privacy and
Data Protection Webpage Here

Political and Public Policy Process

Political and public policy issues have the potential to significantly impact our business, people, and communities. We participate in the legislative, regulatory, and political processes legally, responsibly, and ethically to advance initiatives and policies that are consistent with the sustainability of our business and serve the best interests of our shareholders, employees, and other stakeholders.

These efforts include education and advocacy across all levels of government. We maintain internal procedures and guidelines to govern these activities and are committed to complying with all legal obligations and disclosure rules pertaining to lobbying, issue advocacy, and public policy engagement.



Further information about our Political Contribution Policy, Leggett & Platt Political Action Committee, and oversight of all political spending and activity can be found on our Political Contributions webpage.



Additional Information

Forward-Looking Statements

This report contains “forward-looking” statements that are not historical in nature. These statements are identified either by the context in which they appear or by use of words such as “anticipate,” “aspire,” “believe,” “estimate,” “expect,” “future,” “goal,” “intend,” “may,” “plan,” “project,” “should,” or the like. All such forward-looking statements are expressly qualified by the cautionary statements described in this provision

Any forward-looking statement reflects only the beliefs of Leggett & Platt or its management at the time the statement is made. Because all forward-looking statements deal with the future, they are subject to risks, uncertainties, and developments, which might cause actual events or results to differ materially from those envisioned or reflected in any forward-looking statement. Moreover, we do not have, and do not undertake any duty to update or revise any forward-looking statement to reflect events or circumstances after the date on which the statement was made. For all of these reasons, forward-looking statements should not be relied upon as a prediction of actual future events, objectives, strategies, trends, or results. Listed below are some important risks, uncertainties, and contingencies that could cause actual events or results to differ materially from forward-looking statements. It is not possible to anticipate and list all of the risks, uncertainties, and contingencies which could cause actual events or results to differ from forward-looking statements. However, some of these risks and uncertainties include our ability to: align our greenhouse gas (GHG) emission reduction targets to climate science; timely evaluate our value chain emissions; foster a positive, engaging, and inclusive culture; enhance our safety culture; maintain a high-functioning and effective Board of Directors and executive leadership team; provide business ethics resources and training; measure and report GHG data and reduce GHG emissions; measure environmental performance of our fleet; reduce environmental impacts of our products across their life cycle; incorporate sustainable design principles into our product life cycles; assess the use of raw materials in our products; uphold standards of ethical conduct; maintain a robust EHS program; provide equitable global compensation and benefits; measure and improve employee engagement; comply with safety laws and reduce safety incident rates; convert facilities to ISO 9001; conduct effective environmental self-assessments; develop a zero-waste-to-landfill baseline and strategy; measure and improve supply

chain logistics and efficiency; maintain participation in C-TPAT and vendor risk-management programs; utilize representation data on our workforce to serve as a baseline for goals, metrics, and actions for our ID&E programs; establish key performance metrics and actions that will support tracking and reporting progress toward our ESG goals; prepare a baseline water inventory; improve employee engagement and talent development; reduce our energy intensity; develop a comprehensive chemical management program; maintain ethical and responsible sourcing practices; enhance our supplier diversity strategy and goals; incorporate our learnings into global changes in human resources, talent, performance, promotion, and recruiting policies and practices; improve key management systems to improve data collection (including GHG emissions, energy usage, and other data); implement training of all sustainability matters; set climate reduction targets, including Scope 1, 2, and 3 emissions; maintain EPA SmartWay Certification for our fleet; comply with ESG reporting requirements; make charitable gifts focused on our primary goals; use water efficiently; produce safe, high quality products; maintain legal compliance and ethical behavior of our employees and third parties who do business with and on behalf of Leggett; implement a global waste footprint inventory; prohibit our suppliers' conflict minerals non-compliance; maintain the effectiveness of our risk management plans ensuring that chemicals do not end up in wastewater or waste; enhance our supplier assessment process, including a heightened emphasis on labor and social standards and cybersecurity controls; utilize ESG frameworks like SASB, TCFD, and GRI; develop an effective sustainability handbook and monitor compliance; successfully manage the company's environmental compliance; implement energy efficient upgrades and improvements, including LED retrofits. They also include: factors that could adversely impact our trade sales, earnings, liquidity, cash flow, and financial condition, all of which could impact the funding available to carry out our sustainability efforts; our ability to maintain the proper functioning of our internal business processes and information systems through technology failures or otherwise; our ability to avoid modification or interruption of our information systems and industrial control systems through cybersecurity breaches; and other risk factors in our Form 10-K filed with the SEC on February 27, 2024, and subsequent Form 10-Qs.

Other Important Information

The inclusion of information in this 2024 Sustainability Report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information that is material to Leggett & Platt, Incorporated, including information on the factors that could impact our ability to execute our ESG strategies and other material risks to our business, please see our filings with the SEC, including our annual report on Form 10-K filed February 27, 2024, and subsequent quarterly reports on Form 10-Q. Uncertainties are inherent in collecting data from a wide range of operations in a global company such as Leggett & Platt. We believe the data included in this report to be materially accurate, but not all such data has been externally audited. We expect our data collection systems to evolve, and we seek to continually improve our processes for collecting and disclosing accurate, meaningful, and consistent ESG data.

Appendix 1

Report of Independent Accountants



Report of Independent Accountants

To the Management of Leggett & Platt, Incorporated

We have reviewed the accompanying Leggett & Platt, Incorporated management assertion that the greenhouse gas (GHG) emissions metrics (metrics) for the years ended December 31, 2022, 2021, 2020, and 2019 in management's assertion are presented in accordance with the assessment criteria set forth in management's assertion. Leggett & Platt, Incorporated's management is responsible for its assertion and for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements related to the engagement.

The firm applies the Statements on Quality Control Standards established by the AICPA and, accordingly, maintains a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we performed inquiries; performed tests of mathematical accuracy of computations on a sample basis; read relevant policies to understand terms related to relevant information about the metrics; reviewed supporting documentation in regard to the completeness and accuracy of the data in the metrics on a sample basis; and performed analytical procedures.

GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.

As discussed in management's assertion, Leggett & Platt, Incorporated has estimated GHG emissions for certain emissions sources for which no primary usage data is available.

Based on our review, we are not aware of any material modifications that should be made to Leggett & Platt, Incorporated's management assertion in order for it to be fairly stated.

St. Louis, Missouri

December 20, 2023, except for the clarification in Note 4 to management's assertion that only the process emissions from the owned steel rod mill manufacturing facility in the United States are included in the reported Scope 1 GHG emissions, as to which the date is May 29, 2024

Leggett & Platt, Incorporated Management Assertion

Leggett & Platt, Incorporated Management Assertion For the years ended December 31, 2022, 2021, 2020, and 2019

With respect to the greenhouse gas (GHG) emissions metrics (metrics) presented below for the reporting years ended December 31, 2022, 2021, 2020, and 2019, management of Leggett & Platt, Incorporated (L&P) asserts that the metrics are presented in accordance with the assessment criteria set forth below. Management is responsible for the selection of the criteria, which management believes provide an objective basis for measuring and reporting on the metrics, and for the completeness, accuracy, and validity of the metrics.

Metric Description	Definition of Metric	Metric Quantity for the Reporting Year 2022	Metric Quantity for the Reporting Year 2021	Metric Quantity for the Reporting Year 2020	Metric Quantity for the Reporting Year 2019
Scope 1 GHG Emissions (tCO ₂ e)	Direct GHG emissions expressed in metric tonnes of carbon dioxide equivalent (tCO ₂ e) from stationary and mobile combustion of natural gas, diesel, propane/liquified petroleum gas (LPG), fuel oil no. 2, kerosene, gasoline, and jet fuel, as well as from process emissions. [1,2,3,4,6]	200,329	225,235	217,351	226,456
Scope 2 GHG Emissions (tCO ₂ e)	Indirect GHG emissions expressed in metric tonnes of carbon dioxide equivalent (tCO ₂ e) from the use of purchased electricity and steam. [1,2,3,5,6]	Market-based – 285,471	Market-based – 355,112	Market-based – 312,312	Market-based – 366,504
		Location-based – 295,315	Location-based – 346,922	Location-based – 318,931	Location-based – 384,596
Total Scope 1 and Scope 2 GHG Emissions (tCO ₂ e) [1-6]		Market-based – 485,800	Market-based – 580,347	Market-based – 529,663	Market-based – 592,960
		Location-based – 495,644	Location-based – 572,157	Location-based – 536,282	Location-based – 611,052

Organizational Boundary

L&P has determined that the most practical and meaningful method to consolidate and report the metrics is based on operational control as outlined in the GHG Protocol (defined in footnote 1 below). Under this approach, amounts are quantified and reported for operations where L&P has full authority to introduce and implement its operating policies. For L&P, this includes leased and owned manufacturing and warehouse facilities, leased and owned office space, leased and owned heavy- and light-duty vehicles, leased and owned forklift trucks, and owned private jets.

Data related to acquisitions and divestitures that occurred during the reporting year are included from the date of acquisition forward (unless the acquisition occurred after the 15th of the month, then it is included in the subsequent month) or excluded from the date of divestiture forward. The acquisitions and divestitures that occurred during the reporting years 2019-2022 are as follows:

	Reporting Year 2022	Reporting Year 2021	Reporting Year 2020	Reporting Year 2019
Acquisitions	We acquired four businesses: <ul style="list-style-type: none"> A small US textiles business that converts and distributes construction fabrics for the furniture and bedding industries A leading global manufacturer of hydraulic cylinders for heavy construction equipment Two Canadian distributors* of products used for erosion control, stormwater management, and various other applications 	We acquired three businesses: <ul style="list-style-type: none"> A United Kingdom manufacturer specializing in metallic ducting systems, flexible joints and components for space, military, and commercial applications A Polish manufacturer of bent metal tubing for furniture used in office, residential, and other settings A specialty foam and finished mattress manufacturer serving the United Kingdom and Irish marketplace 	None	We acquired two businesses: <ul style="list-style-type: none"> A leader in proprietary specialized foam technology, primarily for the bedding and furniture industries A manufacturer and distributor of geosynthetic fabrics, grids, and erosion control products
Divestitures	We sold our South African bedding innerspring operation	We sold a Mexican specialty wire operation	We divested two small businesses: <ul style="list-style-type: none"> A specialty wire operation in our Drawn Wire business unit A final operation in our exited fashion bed business 	None

*The acquisition of one Canadian distributor was excluded from our 2022 reporting as the assets were acquired after December 15, 2022. Data from this acquisition will be included in the 2023 reporting.

GHG Emissions Disclosures (unless otherwise indicated, the disclosures are applicable to each reporting year):

- L&P considers the principles and guidance of the World Resources Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition* and *GHG*

Protocol Scope 2 Guidance: An amendment to the GHG Protocol Corporate Standard (the “GHG Protocol”) to calculate and report direct and indirect GHG emissions.

2. GHG emissions quantification is subject to significant inherent measurement uncertainty because of such things as GHG emissions factors that are used in mathematical models to calculate GHG emissions, and the inability of these models, due to incomplete scientific knowledge and other factors, to accurately measure under all circumstances the relationship between various inputs and the resultant GHG emissions. Environmental and energy use data used in GHG emissions calculations are subject to inherent limitations, given the nature and the methods used for measuring such data. The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics being reported.
3. GHG emissions have been calculated using actual or estimated energy consumption/activity data multiplied by the relevant greenhouse gas emission factors and global warming potential (GWP) values defined by the Intergovernmental Panel on Climate Change’s (IPCC) Fifth Assessment Report (AR5 – 100 year) for carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O). See below for our reported total Scope 1 and Scope 2 GHG emissions by constituent greenhouse gas. The remaining GHGs have been excluded from L&P’s GHG inventory either because they are not emitted by L&P or related emissions are still being evaluated for inclusion in future reporting.

Emissions by Constituent Greenhouse Gas	Reporting Year 2022 Location-Based Method	Reporting Year 2022 Market-Based Method	Reporting Year 2021 Location-Based Method	Reporting Year 2021 Market-Based Method	Reporting Year 2020 Location-Based Method	Reporting Year 2020 Market-Based Method	Reporting Year 2019 Location-Based Method	Reporting Year 2019 Market-Based Method
CO ₂ metric tonnes	493,291	483,447	569,464	577,654	533,530	526,911	607,565	589,473
CH ₄ metric tonnes (in CO ₂ e)	971	971	1,083	1,083	1,056	1,056	1,286	1,286
N ₂ O metric tonnes (in CO ₂ e)	1,382	1,382	1,610	1,610	1,696	1,696	2,201	2,201
Total (in tCO₂e)	495,644	485,800	572,157	580,347	536,282	529,663	611,052	592,960

4. Related to Scope 1 GHG emissions:

- Stationary combustion:
 - (a) Emissions from facility and equipment heating needs (natural gas, diesel, propane/liquefied petroleum gas (LPG), fuel oil no. 2, kerosene) and back-up generators (diesel, gasoline) at our owned and leased facilities and office space.
 - (b) Actual consumption data was obtained from utility invoices or annual usage surveys submitted by facility managers.
 - (c) Where actual consumption data was not available, consumption was estimated based on the criteria described below.
- Mobile combustion:
 - (a) Emissions from operation of leased and owned heavy- and light-duty vehicles (diesel, gasoline), leased and owned forklift trucks (propane/LPG), and owned private jets (jet fuel).
 - (b) Activity data was based on consumption data obtained from invoices or annual usage surveys submitted by facility managers (diesel, gasoline, propane/LPG, and jet fuel) or mileage obtained from our fleet miles reports provided by the third-party fleet management company (diesel and gasoline).
- Process emissions:
 - (a) Emissions from operation of L&P’s owned steel rod mill manufacturing facility in the United States. All other process emissions from the operation of L&P’s other facilities have been excluded from our reported Scope 1 GHG emissions.
 - (b) Actual consumption data was obtained from L&P’s owned steel rod mill manufacturing facility.
- Refrigerants:
 - (a) We did not have sufficient refrigerant gas loss data available for the reporting years 2019 – 2022, and therefore, they were excluded from our reported Scope 1 GHG emissions for those reporting years.
- Estimation methodology:
 - (a) Where natural gas consumption data was not available for a leased or owned facility or office space (collectively referred to as “sites”), consumption was estimated using intensity factors that were derived from the available consumption data and the square footage at those sites. The intensity factor was then applied to the square footage of sites where data was not available. No estimates were made for the other sources of stationary combustion, mobile combustion, or process emissions, as actual data was available.
 - (b) Estimated emissions from the source above accounts for approximately 7%, 14%, 12%, and 7% of reported Scope 1 GHG emissions for the 2022, 2021, 2020, and 2019 reporting years, respectively.

5. Related to Scope 2 GHG emissions:

- Purchased electricity:
 - (a) Emissions from equipment used to power operations (e.g., lights, computers, other equipment) at our owned and leased facilities and office space.
 - (b) Actual consumption data was obtained from utility invoices or annual usage surveys submitted by facility managers.
 - (c) Where actual consumption data was not available, consumption was estimated based on the criteria described below.
- Purchased steam:
 - (a) Emissions from facility and equipment heating needs at our owned and leased facilities and office space in China only.
 - (b) Actual consumption data was obtained from annual usage surveys submitted by facility managers.
- Related to Scope 2 market-based emissions for purchased electricity, L&P used the following emission factor hierarchy to determine site-specific emission factors (from highest priority and precision to lowest):
 - (a) Supplier/utility emission factors.
 - (b) Residual mix emission factors representing the average emissions from all unclaimed energy.
 - (c) Other grid-average emission factors (same as location-based).
- Estimation methodology:
 - (a) Where purchased electricity consumption data was not available for a leased or owned facility or office space (collectively referred to as “sites”), consumption was estimated using intensity factors that were derived from the available consumption data and the square footage at those sites. The intensity factor was then applied to the square footage of sites where data was not available. No estimates were made for purchased steam, as actual data was available.
 - (b) Estimated emissions from the source above accounts for approximately 5%, 13%, 9%, and 5% of reported market-based Scope 2 GHG emissions and approximately 5%, 13%, 8%, and 5% of reported location-based Scope 2 GHG emissions for the 2022, 2021, 2020, and 2019 reporting years, respectively.

6. Emission factors applied by scope and source are as follows. The year in brackets at the end of the emission factor source indicates the year the source was published.

GHG Emissions Scope	GHG Emissions Source	Reporting Year 2022	Reporting Year 2021	Reporting Year 2020	Reporting Year 2019
Scope 1, United States (US)	Stationary Combustion; Mobile Combustion	The Climate Registry (TCR) Default Emission Factors [2022]	TCR Default Emission Factors [2021]	TCR Default Emission Factors [2020]	TCR Default Emission Factors [2019]
Scope 1, Canada	Stationary Combustion; Mobile Combustion	Environment Canada National Inventory Report (NIR) 1990-2020: Greenhouse Gas Sources and Sinks in Canada [2022] TCR Default Emission Factors [2022]	Environment Canada NIR 1990-2019: Greenhouse Gas Sources and Sinks in Canada [2021] TCR Default Emission Factors [2021]	Environment Canada NIR 1990-2018: Greenhouse Gas Sources and Sinks in Canada [2020] TCR Default Emission Factors [2020]	Environment Canada NIR 1990-2017: Greenhouse Gas Sources and Sinks in Canada [2019] TCR Default Emission Factors [2019]
Scope 1, United Kingdom (UK)	Stationary Combustion; Mobile Combustion	Department for Business, Energy & Industrial Strategy (BEIS) [formerly referred to as DEFRA/DECC] UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2022]	BEIS UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2021]	Department for Environment, Food, & Rural Affairs (DEFRA)/ Department of Energy & Climate Change (DECC) UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2020]	DEFRA/DECC UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2019]

GHG Emissions Scope	GHG Emissions Source	Reporting Year 2022	Reporting Year 2021	Reporting Year 2020	Reporting Year 2019
Scope 1, Other International Countries (excluding Canada and the UK)	Stationary Combustion; Mobile Combustion	IPCC DEFAULT PER "Emissions Factor Database" [2006] IPCC DEFAULT Road Transport [2006] United Nations Framework Convention on Climate Change (UNFCCC) Common Reporting Format (CRF) Implied Emission Factor Natural Gas [2022] UNFCCC CRF Implied Emission Factor Diesel Oil [2022] UNFCCC CRF Implied Liquid Petroleum Gas (LPG) [2022] UNFCCC CRF Implied Emission Factor Gasoline [2022] TCR Default Emission Factors [2022]	IPCC DEFAULT PER "Emissions Factor Database" [2006] IPCC DEFAULT Road Transport [2006] UNFCCC CRF Implied Emission Factor Natural Gas [2021] UNFCCC CRF Implied Emission Factor Diesel Oil [2021] UNFCCC CRF Implied Emission Factor LPG [2021] TCR Default Emission Factors [2021]	IPCC DEFAULT PER "Emissions Factor Database" [2006] IPCC DEFAULT Road Transport [2006] UNFCCC CRF Implied Emission Factor Natural Gas [2020] UNFCCC CRF Implied Emission Factor Diesel Oil [2020] UNFCCC CRF Implied Emission Factors LPG [2020] TCR Default Emission Factors [2020]	IPCC DEFAULT PER "Emissions Factor Database" [2006] IPCC DEFAULT Road Transport [2006] UNFCCC CRF Implied Emission Factor Natural Gas [2019] UNFCCC CRF Implied Emission Factor Diesel Oil [2019] UNFCCC CRF Implied Emission Factor LPG [2019] TCR Default Emission Factors [2019]
Scope 1, US	Process Emissions	40 Code of Federal Regulation (CFR) Part 98: Mandatory GHG Reporting Rule Monitoring Plan [2017]			
Scope 2 (Location-based), US	Purchased Electricity	US Environmental Protection Agency (EPA) Emissions & Generation Resource Integrated Database (eGRID) [2023]	US EPA eGRID [2022]	US EPA eGRID [2021]	US EPA eGRID [2020]
Scope 2 (Market-based), US	Purchased Electricity	Green-e® Residual Mix Emissions Rates [2022] US EPA eGRID year 2021 [2023] ENGIE Impact database of supplier/utility emission factors	Green-e® Residual Mix Emissions Rates [2021] US EPA eGRID 2020 Year [2022] ENGIE Impact database of supplier/utility emission factors	Green-e® Residual Mix Emissions Rates [2020] US EPA eGRID 2019 Year [2021] ENGIE Impact database of supplier/utility emission factors	Green-e® Residual Mix Emissions Rates [2019] US EPA eGRID 2018 Year [2020] ENGIE Impact database of supplier/utility emission factors

GHG Emissions Scope	GHG Emissions Source	Reporting Year 2022	Reporting Year 2021	Reporting Year 2020	Reporting Year 2019
Scope 2 (Location- and Market-based), Canada	Purchased Electricity	Environment Canada NIR 1990-2020: Greenhouse Gas Sources and Sinks in Canada [2022]	Environment Canada NIR 1990-2019: Greenhouse Gas Sources and Sinks in Canada [2021]	Environment Canada NIR 1990-2018: Greenhouse Gas Sources and Sinks in Canada [2020]	Environmental Canada NIR 1990-2017: Greenhouse Gas Sources and Sinks in Canada [2019] TCR Default Emission Factors [2019]
Scope 2 (Location-based), UK	Purchased Electricity	BEIS UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2022]	BEIS UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2021]	DEFRA/DECC UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2020]	DEFRA/DECC UK Government GHG Conversion Factors for Company Reporting, Version 1.0 [2019]
Scope 2 (Market-based), UK	Purchased Electricity	RE-DISS Residual Mix Emissions Rates for Europe [2022]	RE-DISS Residual Mix Emissions Rates for Europe [2021]	RE-DISS Residual Mix Emissions Rates for Europe [2020]	RE-DISS Residual Mix Emissions Rates for Europe [2019]
Scope 2 (Location-based), Other International Countries (excluding Canada and the UK)	Purchased Electricity, Purchased Steam	International Energy Agency (IEA) CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2022]	IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2021]	IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2020]	IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2019]
Scope 2 (Market-based), Other International Countries (excluding Canada and the UK)	Purchased Electricity	RE-DISS Residual Mix Emissions Rates for Europe [2022] IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2022]	RE-DISS Residual Mix Emissions Rates for Europe [2021] IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2021]	RE-DISS Residual Mix Emissions Rates for Europe [2020] IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2020]	RE-DISS Residual Mix Emissions Rates for Europe [2019] IEA CO2 Emissions from Electricity Generation, OECD/IEA, Paris [2019]

Appendix 2: SASB Building Products & Furnishings Disclosure

Disclosure	Description	Response
CG-BF	Building Products & Furnishings	
CG-BF-130a	Energy Management in Manufacturing	
CG-BF-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	1) Total energy consumed by Leggett & Platt in 2022 was 5.45M Gigajoules (GJ). 2023 total energy consumed is not yet available as of this report's publish date. 2) Substantially all electricity used is from the grid. 3) We are currently reviewing our renewable energy sources and hope to report on those in the future.
CG-BF-250a	Management of Chemicals in Products	
CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	2024 Sustainability Report, p. 36
CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	We currently do not have this information to report.
CG-BF-410a	Product Lifecycle Environmental Impacts	
CG-BF-410a.1	Description of efforts to manage product lifecycle impacts and meet demand for sustainable products	2024 Sustainability Report, p. 26
CG-BF-410a.2	(1) Weight of end-of-life material recovered, (2) percentage of recovered materials recycled	1) We currently do not have this information to report. 2) 2024 Sustainability Report, p. 26
CG-BF-430a	Wood Supply Chain Management	
CG-BF-430a.1	(1) Total weight of wood fibre materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard and (4) percentage certified to other wood fibre standards, (5) percentage by standard	1) We currently do not have this information to report. 2) 2024 Sustainability Report, p. 27 3) Total Certified Wood % Spend (US Spring and ABU only) - 16.38% Total Certified Wood % Spend (US Spring and ABU Only) - 15.03% Total Certified Wood % Spend (ABU Only) - 1.35% 4) We currently do not have this information to report. 5) We currently do not have this information to report.
CG-BF-000.A	Annual production	Our steel rod mill in Sterling, Illinois, is material to our overall manufacturing processes and is reported in our Bedding Products segment. It has an annual output capacity of approximately 500,000 tons of steel rod, of which a substantial majority is used by our own wire mills. 2023 10-K, p. 30
CG-BF-000.B	Area of manufacturing facilities	Our steel rod mill in Sterling, Illinois, is material to our overall manufacturing processes and is reported in our Bedding Products segment. The rod mill consists of approximately 1 million square feet of owned production space. 2023 10-K, p. 30

Appendix 3: Recommendations of the Task Force on Climate-related Financial Disclosures

Disclosure	Description	Response
TCFD Recommendation on Governance	Disclose the organization's governance around climate-related risks and opportunities.	
Governance Recommended Disclosure (a)	Describe the board's oversight of climate-related risks and opportunities.	2024 Sustainability Report, p. 51
Governance Recommended Disclosure (b)	Describe management's role in assessing and managing climate-related risks and opportunities.	2024 Sustainability Report, p. 51
TCFD Recommendation on Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	
Strategy Recommended Disclosure (a)	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2023 10-K , p. 26, 59 - 60 2024 Sustainability Report, p. 51
Strategy Recommended Disclosure (b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2023 10-K , p. 26, 59 - 60 2024 Sustainability Report, p. 51
Strategy Recommended Disclosure (c)	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	We currently do not have information to report at this time.
TCFD Recommendation on Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks	
Risk Management Recommended Disclosure (a)	Describe the organization's processes for identifying and assessing climate-related risks.	2023 10-K , p. 60 2024 Sustainability Report, p. 51
Risk Management Recommended Disclosure (b)	Describe the organization's processes for managing climate-related risks.	2023 10-K , p. 60 2024 Sustainability Report, p. 51
Risk Management Recommended Disclosure (c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2023 10-K , p. 60 2024 Sustainability Report, p. 51
TCFD Recommendation on Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	
Metrics and Targets Recommended Disclosure (a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	We currently do not have information to report at this time.
Metrics and Targets Recommended Disclosure (b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2024 Sustainability Report, p. 46
Metrics and Targets Recommended Disclosure (c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2023 10-K , p. 59