Leggett & Platt®

Sustainability
Progress Report

2025

Contents

A Letter From Our 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 the sustainability opportunities that are most important for our business and stakeholders. We remain committed to driving long-term value for our stakeholders by focusing on the five core pillars that will guide our sustainability strategy through 2030 and beyond:

**Our People | Innovative Products | The Environment
Supply Chain Management | Business Ethics and Governance**

Through these areas, we strive to enable a culture of inclusion, respect, and equal opportunity at all levels of the company; advance sustainable solutions for our customers; demonstrate strong environmental stewardship and safety performance; embrace our supply chain responsibilities; and implement the highest standards for ethical conduct.

As you read Leggett & Platt's 2025 Sustainability Progress Report, I hope you find the information valuable, and I welcome your feedback as we continue to enhance and report on our sustainable practices.

Karl Glassman
President & CEO
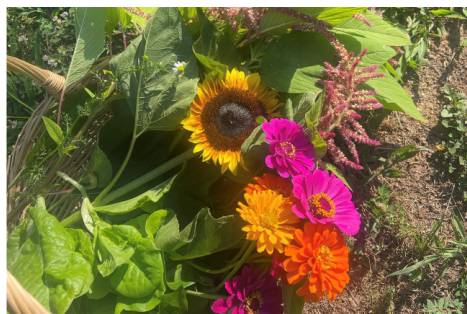
During Earth Month, we invited our employees to share their photos of sustainability in action. These photos were taken by Meredith Ayers (left), Hannah Turner (top middle), Alecia Grant (bottom middle), and Carla Nairn (right).

About Our Company

Founded in 1883, we are a diversified manufacturer with headquarters located in the United States in Carthage, Missouri.

Products

We design and manufacture a broad variety of engineered components and products that can be found in many familiar places, including homes, offices, automobiles, construction sites, and more.

Operations

As of December 31, 2024, we:

- had 119 manufacturing facilities
- operated in 18 countries
- employed approximately 17,700 people

As of March 31, 2025, our operations are organized into 14 business units under three segments: Bedding Products; Specialized Products; and Furniture, Flooring & Textile Products.

Values

Our company values guide us in all activities and are shared with our employees globally. Our four core values are:

- Put People First
- Do the Right Thing
- Do Great Work Together
- Take Ownership and Raise the Bar
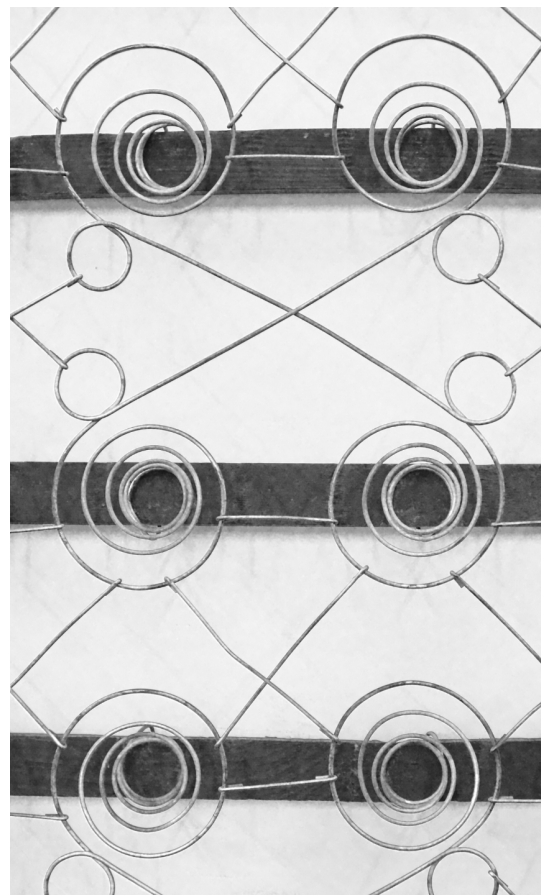
About This Report

Driving Long-Term Value: Our Sustainability Pillars

We organized the information in this report around five core pillars that form our sustainability strategy. Each pillar includes key priorities and goals that directly align with topics of highest importance to our business and stakeholders, as determined by the results of our materiality assessment.

Our 2025 Sustainability Progress Report highlights activities that support our goals and strategy. This report includes data and financials for the 2024 calendar year, certain environmental data for the years 2019-2024, and unless otherwise stated, programs and initiatives for 2024 and 2025. The data represents our global operations, unless otherwise stated.

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. Appendices 2 - 5 at the end of the report provide more details on our alignment with these frameworks, as well as the United Nation's Sustainable Development Goals (UN SDGs). We strive to expand our reporting, including aligning with the International Sustainability Standards Board (ISSB) disclosure framework.

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

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

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

Supply Chain Management
- Maintain ethical and responsible sourcing practices
- Improve performance of our global logistics

Business Ethics and Governance
- Uphold high standards of ethical conduct
- Maintain a high-functioning and effective Board of Directors and Executive Leadership team

Our People

People are at 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 and Goals

Foster a positive, engaging, and inclusive culture

- Drive a culture of inclusion, respect, and equal opportunity for all
- Strive for equitable compensation and benefits
- Measure and improve employee engagement
- Provide talent development and career growth opportunities

Enhance our safety culture

- Foster a robust Environmental, Health, and Safety (EHS) program across the company
- Comply with existing safety laws and regulations
- Reduce safety incident rates

Fostering a Positive, Engaging, and Inclusive Culture

Our Global Workforce

Leggett & Platt's culture reflects our company values and the numerous communities in which we operate. Embracing our differences enriches our company culture, enhances our ability to innovate, and connects with our global customer base.

At year-end of 2024, Leggett & Platt employed nearly 17,700 employees globally.

North America - **9,753**

Asia Pacific - **4,317**

Europe - **3,345**

South America - **275**
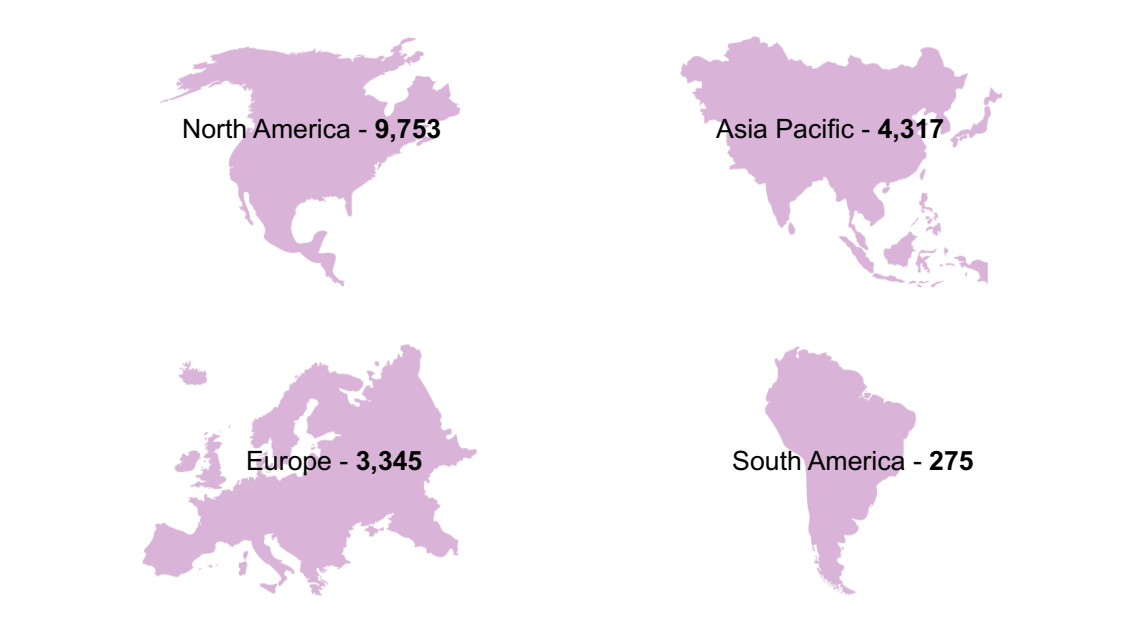
Employees by Age (Globally)

- 16% Under 30
- 52% 30-50
- 32% Over 50
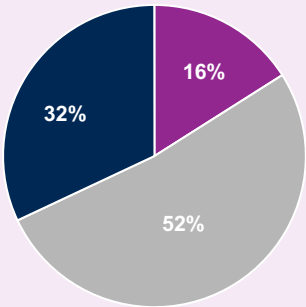
■ Under 30   ■ 30-50   ■ Over 50

Employees by Gender (North America)
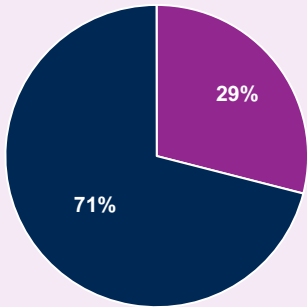
- 29% Female
- 71% Male

■ Female   ■ Male

An Inclusive Culture

Creating a culture of inclusion, respect, and equal opportunity for all requires commitment, intentional action, and the willingness to evolve. We are listening, learning, and leaning in to opportunities at every level of our organization and across the globe.

We took significant steps to foster a positive, engaging, and inclusive culture in 2024, as demonstrated in the following actions:

- **Over 900 leaders across our company participated in People First,** a training series aimed at building essential habits of a positive and engaging culture, as well as equipping managers and employees with tools to make more informed, effective, and confident decisions when it matters most.

- **We supported the W:ISE employee resource group (ERG).** W:ISE is dedicated to educating, empowering, and inspiring its members through networking, personal and professional development, building allyship, and influencing positive change. The ERG successfully reached its goal of 200 global members within its first two years.

- **We provided training programs throughout our businesses and operations** focused on a variety of human resources (HR) topics, including new employee onboarding training, company policies, and learning and development.

We are building on these efforts with initiatives that aim to drive improvement in employee engagement and satisfaction. We remain focused on creating a culture where everyone can realize their full potential because when our people thrive, our company thrives.

Attracting, Retaining, and Developing Talent

We strive to attract, retain, and develop talented employees. Our talent acquisition team collaborates closely with business leaders to establish a reliable, efficient, and measurable process for identifying and attracting top-tier candidates. We leverage various recruitment methods, engage with trusted service providers, and foster strategic partnerships to connect with job seekers across different populations. By providing ongoing learning and development opportunities, we ensure our employees feel valued and supported in their career growth.

Our efforts to attract, retain, and develop employees in 2024 included:

- **Implementing a robust strategy to attract and connect with talent across multiple industries and professional networks.** By engaging with a broad spectrum of talent networks, educational institutions, and professional associations, we create pathways for individuals with a range of expertise and experience to explore career opportunities with us. This approach enables us to cultivate a workforce that thrives on innovation, collaboration, and fresh perspectives, positioning us for sustained success in an evolving marketplace.

- **Developing the Foundational Leadership program for first-time people leaders.** This program covers emotional intelligence, adapting leadership and communication styles, and employment law. It also includes a train-the-trainer approach for HR Business Partners, which empowers internal leaders as coaches and facilitators. This approach encourages cross-departmental collaboration, creates a scalable and sustainable learning model, increases engagement and learning retention, and strengthens career development and internal mobility.

- **Launching our Human Capital Management System, LP CORE,** which provides visibility and reporting for global HR data. LP CORE has helped to consolidate our annual policy updates and trainings for our employees.

- **Continuing our Doors Internship Program.** Doors is a 10-week professional development series that allows students to gain real-life experience in their field of study through immersive leadership workshops while interning at one of our facilities. Over the last five years, 88 interns have joined the Doors program, with 23 participating in 2024. Many of our interns transitioned to full-time jobs at Leggett & Platt, demonstrating our commitment to developing talent, fostering continuity, and promoting long-term growth.

Compensation and Benefits

We strive for equitable compensation and benefits, with HR and business leaders working together to try to ensure fairness for all employees. While specific compensation and benefits may vary across regions due to local practices and laws, our employee value proposition remains consistent globally.

In the U.S., our comprehensive rewards package for full-time employees includes health, wealth, and wellness benefits such as:

- Health benefits with a choice of two medical plans, plus dental and vision coverage

- Flexible spending and health savings accounts

- Retirement savings plan with company-matching contributions

- Income protection benefits, including short-term and long-term disability

- Critical illness, accident, and travel insurance programs

- Basic and dependent life insurance

- Well-being and employee assistance programs

- Paid time off for vacation, personal time, and holidays

Additionally, 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 work-life balance, including part-time jobs, flexible hours, paid leave benefits, and remote and hybrid working arrangements where applicable.

Engagement and Satisfaction

We strive to create positive work experiences for all of our employees. Our HR and Communications teams lead efforts to enhance employee engagement through a variety of methods, including town hall meetings, social media posts, and our company blog, Life@Leggett. These efforts are designed to cultivate a supportive and transparent work environment, helping employees feel valued and connected to the company's mission and goals.

In 2024, we took actions to enhance work experiences for our employees, including:

- **Launching LPVoice, our first global employee engagement survey.** We received more than 8,000 responses from employees. Leadership is using the results to implement relevant and meaningful action plans within their teams to enhance engagement and the employee experience.

- **Continuing to standardize our approach to performance reviews.** Currently, 19% of our workforce receives standardized performance reviews. In 2025, we are dedicated to further refining and establishing a consistent performance review method, aiming to ensure that employees receive valuable feedback for growth and development. By standardizing our approach, we strive to enhance transparency, fairness, and alignment with our organizational goals.

Employee Health and Safety (EHS)

Our top priority is the safety of our employees. We aim to reduce and eliminate workplace injuries by implementing robust safety practices and through education, awareness, and prevention. We continuously improve by learning from accident investigations and fostering a culture of safety.
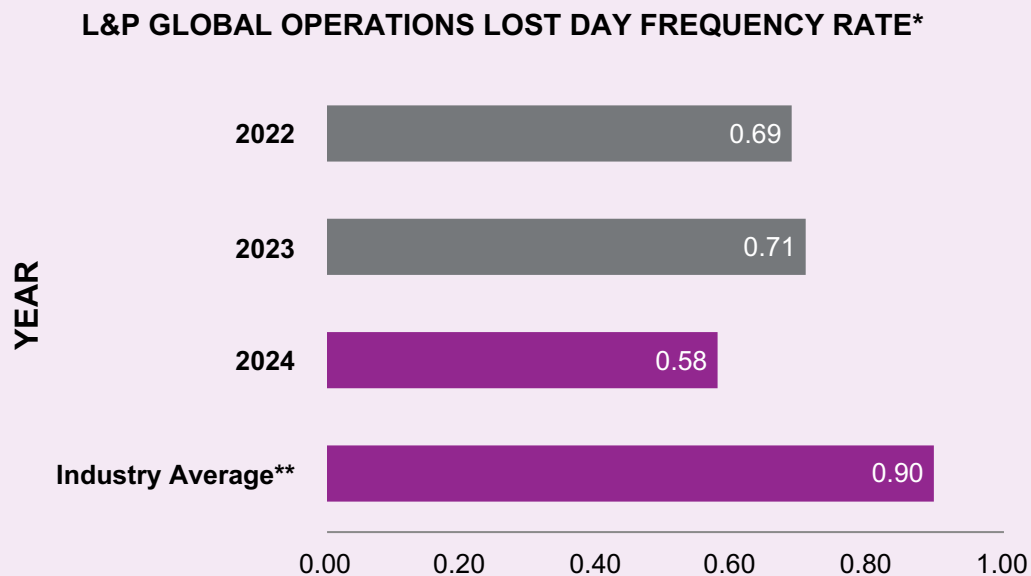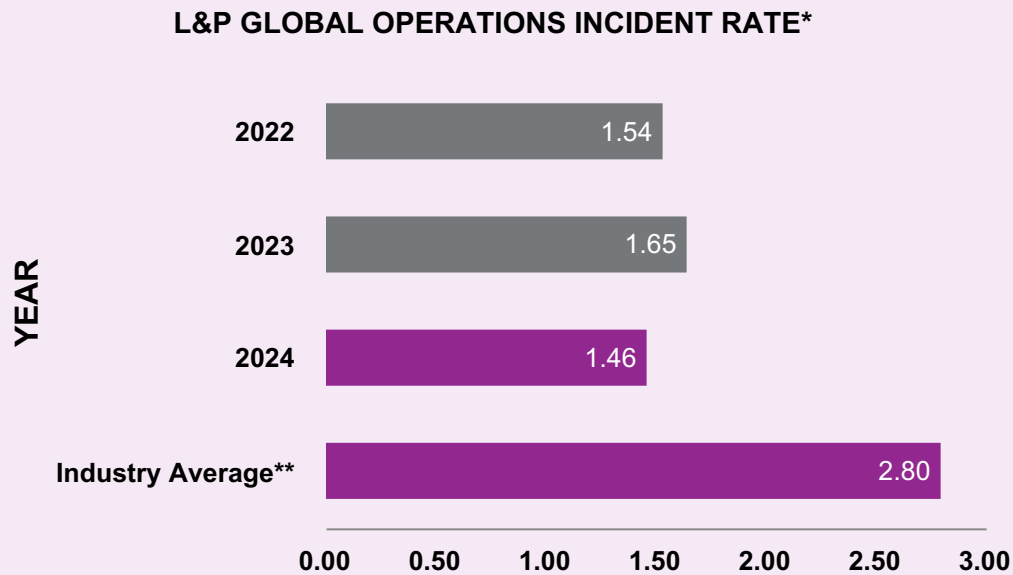
Our robust, multi-level global EHS organization and management system continues to support EHS objectives and drive strong safety performance. Our dedication to the safety and welfare of all employees and our commitment to the efficient use of resources are evidenced by our company-wide Environmental, Health, Safety, and Sustainability (EHSS) Policy and by the EHS management systems, operational practices, and ongoing health and safety initiatives that drive improvements.

SafeGuard, our comprehensive health and safety management system, covers all of our employees and supports workplace safety. Our Senior Director of EHS has direct ownership of and responsibility for the SafeGuard program. 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.

We made progress toward improving our EHS program and will continue these efforts in 2025, including:

- **Implementing an EHS Business Partner Center of Excellence** by bringing Loss Control and Environmental functions together under a unified EHS organization. This integration has streamlined our EHS operations. EHS managers are organized by geography and business unit, reporting to the Senior Director of EHS. They oversee an expansive structure of EHS-related positions within our operations, ensuring a consistent approach to priorities and metrics.

- **Implementing a Global Call to Action Program** that leverages leading indicators to drive a predictive approach to accident prevention. This program focuses on assessing EHS progress, sharing critical incidents across business units, promoting learning, implementing corrective actions, and enhancing best practice sharing. By analyzing near-miss incident data, we aim to prevent accidents by developing targeted toolbox talks, training, and global communications to drive employee engagement and awareness.

- **Implementing an enhanced training program** as part of SafeGuard where employees from each business unit participate in training events, visits, audits, and tours to promote best practice sharing across the company.

We take intentional and deliberate steps to provide safe working conditions for our employees and strive to reduce incidents and injuries. **For the past three years, we've outperformed industry benchmarks, maintaining a lower global incident rate and fewer lost day occurrences across our operations.**

L&P GLOBAL OPERATIONS INCIDENT RATE*

YEAR	Rate
2022	1.54
2023	1.65
2024	1.46
Industry Average**	2.80

(Scale: 0.00 – 3.00)

L&P GLOBAL OPERATIONS LOST DAY FREQUENCY RATE*

YEAR	Rate
2022	0.69
2023	0.71
2024	0.58
Industry Average**	0.90

(Scale: 0.00 – 1.00)

*Includes full-time employees and contractors.
**The U.S. Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing," 2023

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

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

L&P GLOBAL OPERATIONS DART RATE*

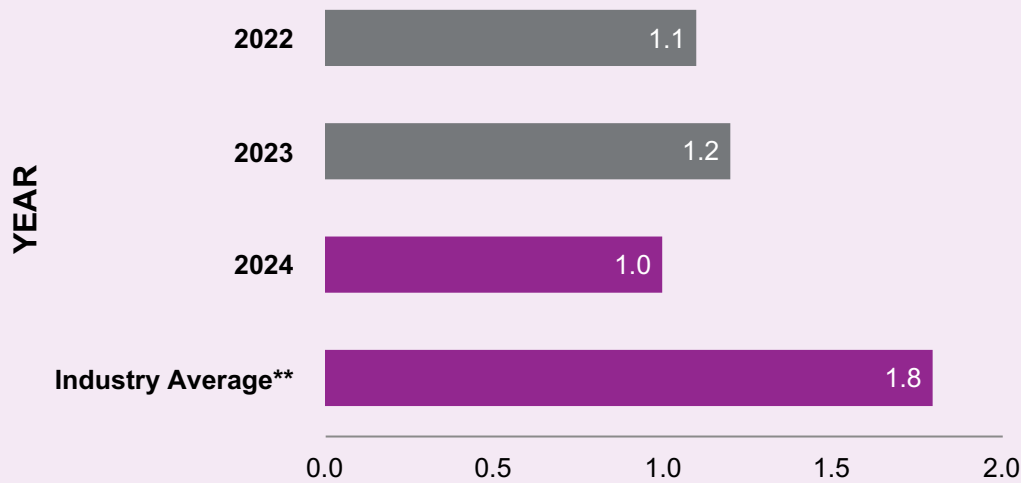| YEAR	DART Rate
2022	1.1
2023	1.2
2024	1.0
Industry Average**	1.8

Scale: 0.0 — 0.5 — 1.0 — 1.5 — 2.0

*Includes full-time employees and contractors.
**The U.S. Bureau of Labor Statistics incidence rates of nonfatal occupational injuries and illnesses for Industry "Manufacturing," 2023.

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).

Our teams did an outstanding job of complying with safety laws and regulations and will continue these efforts in 2025, including:

- **Updating and maintaining our internal EHS SharePoint,** which centralizes all required programs, policies, and training materials, ensuring easy access and up-to-date information. This platform also communicates key calendar items and messages, significantly enhancing regulatory compliance and organizational communication.

- **Remaining focused on partner engagement and proactive measures** to further reduce incidents and ensure a safer environment for all employees.

Celebrating a Million-Mile Safety Milestone

At our Flooring Products operation in Statesville, North Carolina, safety isn't just a goal – it's a way of life. We're proud to recognize three drivers for each reaching a major milestone: driving one million miles with zero accidents.

For Marty Watters, this milestone is about legacy: "Achieving over one million miles safely gives me the feeling that I'm doing my job just like my dad. He always told me to work hard, do a good job, and be safe. He would be proud."

Reggie, Marty, and Wesley

Reggie Dunlap added, "You have to be patient as a truck driver. I believe the regular safety trainings that we receive help us to remember to be focused while on the road. I'm proud of reaching one million miles safely."

Wesley Braswell shared that safe driving is about constant awareness. "It's keeping a constant scan of your surroundings to be better prepared for the unexpected."

These accomplishments remind us why we prioritize safety at every level of our organization. Putting people first means supporting the well-being of our team – whether on the production floor, in the office, or behind the steering wheel.

> "Achieving over one million miles safely gives me the feeling that I'm doing my job just like my dad. He always told me to work hard, do a good job, and be safe. He would be proud."
>
> *Marty Watters*

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 seek 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 and Goals

Reduce environmental impacts of our products across their lifecycle

- 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

Improve chemical management in our business

- Advance programs 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
- Semi-finished mattresses

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

Adjustable Bed

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

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 collaborative 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 products used in ground stabilization, drainage protection, and erosion control

Our innovative and proprietary products have helped make Leggett & Platt the largest U.S.-based manufacturer in many of our markets.

As of December 31, 2024, we had:

- 1,281 issued patents
- 503 patents in process
- 1,007 trademarks registered
- 57 trademarks in process

Some of our most significant trademarks include:

- ComfortCore®, Quantum®, Eco-Base®, CombiCore™, NanoCoil®, Softech®, Active Support Technology®, Mira-Coil®, and VertiCoil® (mattress innersprings)
- Energex®, CoolFlow®, ThermaGel®, EcoFlow™, and Gorilla Foam™ (specialty foam products)
- Semi-Flex® (box spring components and foundations)
- Spühl® (mattress innerspring manufacturing machines)
- Wall Hugger® (recliner chair mechanisms)
- No-Sag® (wire forms used in seating)
- LPSense® (capacitive sensing)
- Hanes® (fabric materials)
- Schukra® (automotive seating products)

**Product Mix
(based on 2024 trade sales)**

- 20%
- 19%
- 6%
- 6%
- 5%
- 4%
- 40%

- ■ Bedding Group
- □ Automotive Group
- ■ Work Furniture Group
- ■ Aerospace Products Group
- ■ Flooring & Textile Products Group
- ■ Home Furniture Group
- ■ Hydraulic Cylinders Group
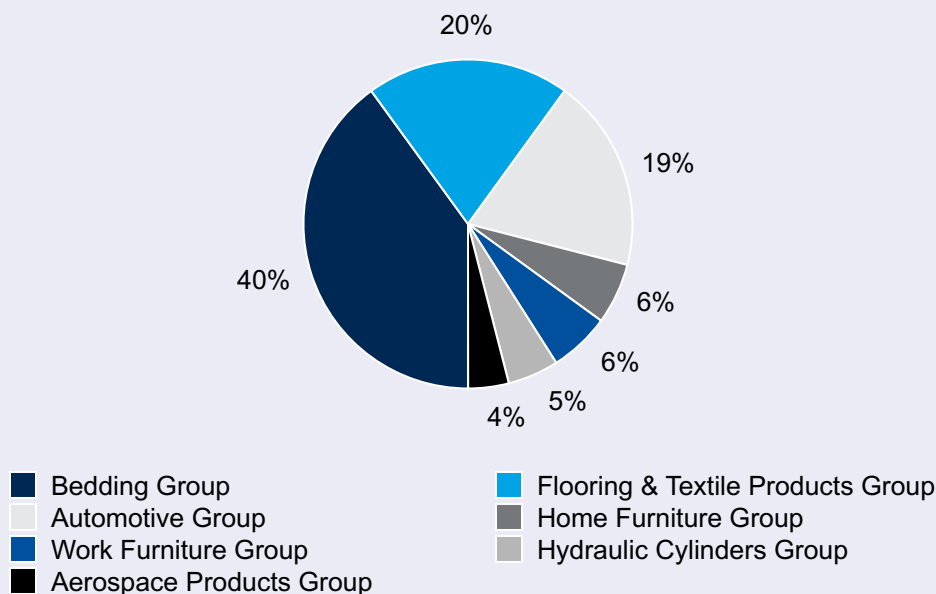
Reducing Environmental Impacts of Our Products Across Their Lifecycle

Our legacy of supplying quality products and valued solutions that meet customer needs is aligned with our efforts to assess and analyze environmental impacts of our products across their lifecycle. By integrating approaches to our product development processes that include recycled content in raw materials, innovative design, and end-of-life considerations, we strive to promote stewardship at every stage of a product's lifecycle.

The following examples illustrate some of our products that support our goal to reduce environmental impacts through product design.

- 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.

- Our Specialty Foam business is pioneering bio-based formulas as a potential solution to reduce the amount of petroleum products in mattress foams.

- In our U.S. Spring business, our mattress innersprings contain 94% recycled scrap steel content.

In 2024, we made progress toward our goal of reducing impacts of our products across their lifecycle. We initiated development of a standardized framework for each business to establish metrics and targets that support our Innovative Product goals. The data will serve as a baseline and will supplement hotspot analysis resulting from our first Scope 3 greenhouse gas emissions inventory. Combined, these data-gathering efforts will further inform and shape our strategy.

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 84 manufacturing and warehouse operations. These operations employ approximately 14,000 employees globally and represent 71% 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 transitioning to ISO 9001 third-party certified systems. This transition process will include a total of approximately 48 locations and is expected to be completed by the end of 2025. Eleven locations transitioned in 2023, followed by 19 in 2024, and 18 locations are expected to transition in 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.

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.

We perform product testing over various regulations and standards, including flammability requirements; lead and phthalates testing; formaldehyde testing; REACH testing; RoHS testing; and consumer product safety requirements, to the extent required by applicable law, customer requirements, or as we otherwise may deem appropriate. Additionally, we comply with international standards when required by the customer or mandated by legal or regulatory standards.

Corrective Action and Reporting

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.

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 incidents to the applicable regulatory agencies where appropriate. In 2024, there were no consumer impacts from our products resulting from 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. We provide routine communication to our employees on improvements and associated tools and resources as 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 and risk mitigation, where appropriate.

Objectives and Targets

Our Cost of Quality metric is used to communicate effectiveness and identify opportunities to drive continuous quality improvement for our 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 senior management and business unit leaders to assess quality levels and drive improvement activities.

Compliance, Audit, and Training

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.

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.

Product Spotlight: TerraTex® Bio Fence

Sustainability in Action from Geo Components

At Leggett & Platt, we are committed to minimizing the environmental impact of our products across their entire lifecycle. Our Geo Components business is putting that commitment into action with innovative solutions like the **TerraTex® Bio Fence** – a smarter, more sustainable approach to erosion control.

Developed as a more environmentally conscious alternative to traditional plastic silt fences, the TerraTex® Bio Fence uses spunbond, nonwoven geotextile made of polylactic fiber (PLA) stitch bonded to coconut burlap fibers. Traditional plastic silt fences are often made from petroleum-based plastics. By eliminating petroleum-based materials, the TerraTex® Bio Fence product helps reduce long-term environmental impact without sacrificing strength, durability, or performance.

The TerraTex® Bio Fence is designed to minimize plastic waste at job sites by replacing traditional plastic silt fences and offers robust sediment retention and effective erosion control.

"Our team recognized a growing desire for products that perform exceptionally while encouraging responsible stewardship of our environment," notes Geo Components' Product Manager, Derek McMahan.

"Backed by the sustainability mindset at Leggett & Platt, we've channeled our innovation and resources into developing an alternative to traditional silt fence that answers the call for polypropylene-free materials while still meeting the outstanding performance standards our products are known for.

"We're proud to say that TerraTex® Bio Fence has brought our Geo Components business to the forefront of conversations about sustainable industry practices and is gaining the support of both customers and state transportation departments (DOTs)."

It's one more way Leggett & Platt is delivering solutions that support sustainable innovation – helping our customers meet today's challenges while protecting tomorrow's resources.

Responsible Use of Raw Materials

The responsible sourcing and use of raw materials is a cornerstone of our Innovative Product goals. We take thoughtful steps to incorporate sustainability and efficiency across our manufacturing operations.

Among the most important raw materials we use are:

- Various types of steel, including scrap, rod, wire, sheet, and stainless.

- Chemicals used in foam production.

- Foam scrap.

- Woven and nonwoven fabrics.

- Titanium and nickel-based alloys and other high-strength metals.

- Electronic systems (including semiconductors).

We took measurable steps in 2024 to understand our raw material profile across our businesses, including:

- Evaluating our top raw material categories based on expenditures and recycled content of raw material categories. We are better positioned to develop a strategy to improve material efficiency, increase recycling, and explore alternative options.

- Initiating our first Scope 3 greenhouse gas emissions inventory to allow identification of the most impactful areas in our value chain, including procurement, sourcing, transportation, and waste. This assessment will provide valuable emission hotspot data to further inform our strategy to minimize product lifecycle impacts and support our Innovative Product goals.

Below are some examples of how recycled and certified raw materials are helping reduce the environmental impact of our products:

Steel Rod

We produce steel rod using recycled scrap steel. The wire we produce from our steel rod is used in various products, including mattress innersprings. Our drawn wire and mattress innersprings have a 94% recycled scrap steel content.

Wood Products

When specified by customers and agreed upon by us, we use Forest Stewardship Wood Council® (FSC®)- and Sustainable Forestry Initiative (SFI)-certified wood products in our Adjustable Bed and Work Furniture businesses to help our customers achieve their 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 approximately 500 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.

Improving Chemical Management in Our Business

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. Our chemical management program is designed to ensure that all chemicals are handled, stored, and disposed of in a manner that protects our employees, communities, and the environment.

Our Environmental Policy Handbook includes key requirements for chemical management within our operations, including:

- **Compliance:** Each business unit must adhere to local, state, and federal regulations regarding chemical management. Regular audits and reviews are conducted to ensure ongoing compliance.

- **Training:** All employees must undergo training on chemical safety procedures. This includes proper handling, storage, and disposal of chemicals, as well as emergency response protocols.

- **Documentation:** Accurate and up-to-date records of all chemicals used, stored, and disposed of must be maintained. This documentation is crucial for regulatory compliance and for ensuring the safety of our operations.

- **Continuous Improvement:** We are committed to continuously improving our chemical management practices. Feedback from employees and regular reviews of our procedures help us identify areas for improvement and implement best practices.

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. To the extent applicable to the products we sell, 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 made progress toward our goal to improve chemical management in our businesses. In 2024, we engaged a third party to assess the current state of our chemical management program and assist in designing aspirational processes, roles, systems, and needs related to the review, approval, procurement, inventory optimization, and regulatory compliance associated with chemicals. The results will produce work products, workflows, and prioritized requirements that can be leveraged to drive development and deployment of a system that meets our diverse business needs.

While this foundational work continues into 2025, we took meaningful steps to reduce the use of chemicals of concern. A risk-based approach in alignment with federal, state, and local regulations guides the substitution and elimination of chemicals in our businesses. Specific operations implemented the following:

- Reusing oil as a lubricant to eliminate the need for disposal.

- Replacing petroleum-derived substances with safer, non-chlorinated alternatives.

- Reducing solvent use for cleaning processes by approximately 50%.

- Switching from solvent adhesives to safer, water-based options.

These efforts reflect our commitment to creating healthier workplaces, safer products, and a cleaner environment. By reducing the presence of harmful chemicals, we're protecting the people who make, use, and live alongside our products, and doing our part to ensure a more sustainable future for generations to come.
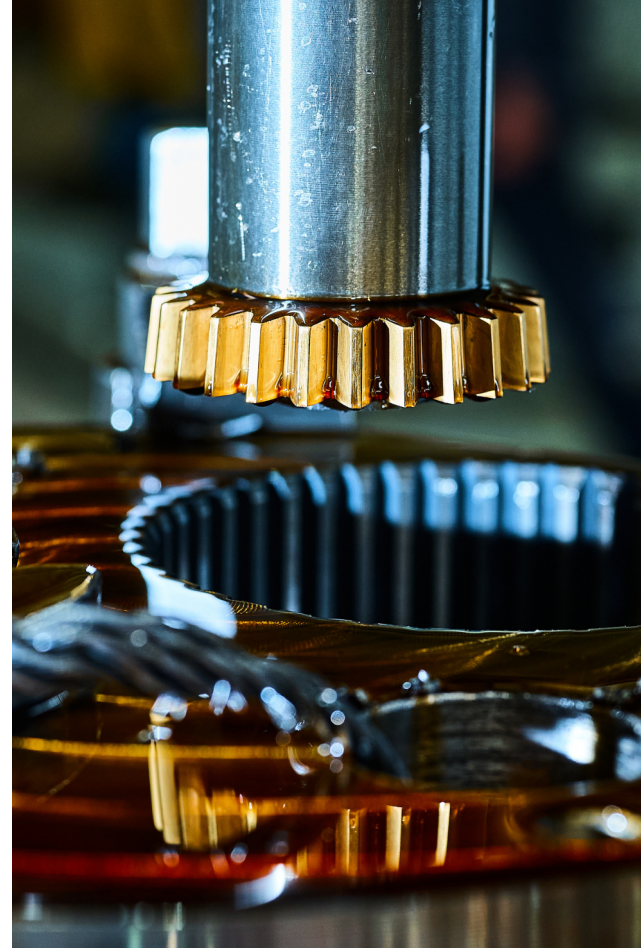
Product Certifications

Product certifications demonstrate a commitment to limiting chemical risks to human health and the environment. Our product certifications include:

- CertiPUR-US®* in our Specialty Foam business.

- Carpet and Rug Institute Green Label Plus in our Flooring Products business helps customers achieve LEED green certification.

*CertiPUR-US emissions and analysis methods are compatible with other standards such as Ecolabel (EU), LGA (Germany), OEKO-TEX 100 (Class IV Mattress), EUI, Blue Angel (Germany), IKEA, AQS Green Label, and BIFMA criteria.

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 and Goals

Demonstrate our ongoing commitment to environmental responsibility

- Standardize and maintain environmental management systems
- Increase the number of manufacturing locations considered zero waste to landfill
- Improve water use efficiency

Reduce greenhouse gas (GHG) emissions

- Reduce our absolute Scope 1 and 2 GHG emissions
- Evaluate Scope 3 GHG emissions
- Maintain Environmental Protection Agency (EPA) SmartWay Certification for our fleet

Demonstrating Our Ongoing Commitment to Environmental Responsibility

We are committed to demonstrating strong environmental stewardship and strive to reduce our impacts on the environment.

Environmental Management System

Our Environmental Management System (EMS) provides all our locations with the environmental standards required to promote the welfare of our team members and the sustainability of our environment.

Through our EMS, 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.

- Use a risk-based approach to identify which locations receive formal assessments while other locations receive more targeted environmental compliance reviews.

- Reduce our energy consumption by using energy-efficiency strategies and encouraging energy management programs.

24 Facilities Certified to ISO 14001

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. These locations receive external audits, verifying adherence to the ISO 14001 requirements.

As we continue to standardize our EMS, we are:

- Developing a Sustainability Handbook as a supplement to the Environmental Policy Handbook. The Handbook will outline best practices, expectations, resources, and standardized procedures to collect and track energy, water, and waste data, as well as 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.

Our Environmental Policy Handbook

Our Environmental Policy Handbook contains EHS standards that promote the welfare of our employees and the sustainability of our environment. It addresses topics such as:

- 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.

Waste Management

Reducing, reusing, recycling, and diverting waste from landfill disposal are key focus areas in our manufacturing facilities.

Our waste management program focuses on the appropriate handling of hazardous and non-hazardous waste. Many of our operations have implemented or expanded waste diversion programs to limit the volume of waste disposed of in landfills.

Compliance

We drive 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 waste.

Inventory

To understand our waste impact and inform our waste management goals, we are creating an initial global waste footprint inventory. In 2024, we began collecting information from our sites to develop a baseline metric of zero-waste-to-landfill locations. In 2025, we aim to compile a company-wide waste inventory that monitors the number of zero-waste-to-landfill facilities.

Recycling

We recycle steel, urethane foam, paper, cardboard, plastic, chemicals, and lubricants, and we use a significant amount of recycled materials in our manufacturing processes. Onsite 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.

2024 Recycling Highlights

- Our rod mill used approximately **400,000** tons of recycled scrap steel in our production process.

- Approximately **15,000** tons of slag/ladle debris from our rod mill's electric arc furnace (EAF) were used as a road-building material by a local landfill.

- Dust created from our rod mill's EAF is processed in a kiln where zinc and heavy metals are recovered. Approximately **1,700** tons of zinc were reclaimed with the remaining kiln by-product used by the cement industry as a raw material.

- We incorporated over **90,000** tons of recycled urethane foam in our annual production of bonded carpet cushion.

Water Management

Understanding our water footprint is the first step in evaluating opportunities across our business to be good stewards of water.

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, while 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.

Inventory

In 2024, we conducted our third global water use inventory, including withdrawal, discharge, and consumption from all facilities. Using our 2024 inventory, we plan to develop a global water use efficiency benchmark to begin tracking progress toward our goal of improving management of our water resources.

Stormwater

Globally, the primary method of controlling stormwater discharges is the use of best management practices (BMP). This is achieved by using structural and nonstructural controls. In the U.S., the majority of our operations are subject to a state general stormwater permit program. 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

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

A large number of our U.S. water discharges go to publicly-owned wastewater treatment facilities and comply with effluent requirements. A small number of facilities use septic tanks, have onsite 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 onsite effluent management. Risk-management planning and spill-prevention procedures are designed to prevent chemical releases.

Reducing GHG Emissions

Scope 1 and Scope 2 GHG Emissions

Our Scope 1 and Scope 2 GHG emissions inventory base year is 2019. We chose 2019 because it is the nearest-term historical year that most closely represented typical operations prior to the COVID-19 pandemic. We engaged PricewaterhouseCoopers LLP to conduct a limited assurance engagement on our 2024 calendar year GHG emissions inventory and their report is included in Appendix 1.

GHG Emissions: 2019-2024[1]

Total Emissions ($mtCO_2e$)

Year	Scope 1	Scope 2
2019	226,456	366,504
2020	217,351	312,312
2021	225,235	355,112
2022	200,329	285,471
2023	193,745	252,574
2024	203,793	265,846

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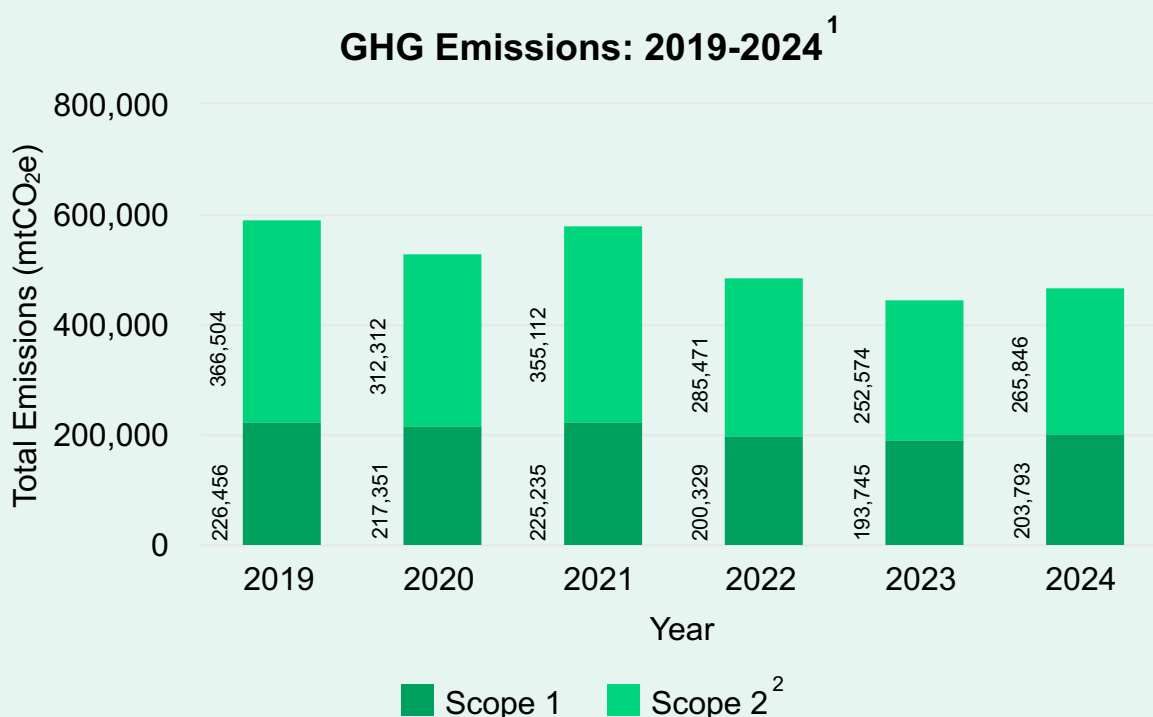
[1]At the end of 2024, our total GHG emissions, measured using a market-based approach, were approximately 21% less than our combined Scope 1 and 2 GHG emissions over the baseline year of 2019, which was due, in significant part, to the decrease of production over the same period.

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

Scope 3 GHG Emissions

We recognize the importance of understanding our emissions impact across our value chain. In 2024, we initiated compilation of our first Scope 3 emissions inventory. We currently anticipate completing our Scope 3 inventory by the end of 2025, which will provide a complete emissions inventory for a two-year period. This data will inform future hotspot analysis and assist in identifying opportunities within our value chain to advance progress toward our goal of reducing greenhouse gas emissions.

Emission Reduction Goal

Since 2019, our steel rod mill consistently represents a large percentage of our global combined Scope 1 and Scope 2 GHG emissions. Due to the significant contributions of our steel rod mill to our global emissions footprint, achieving a global emission reduction goal will rely on the ability of our steel rod mill to realize emission reduction opportunities.

Member of the Global Steel Climate Council (GSCC)

As a member of the GSCC, our Steel Rod operation has committed to reduce greenhouse gas emissions from Scope 1, Scope 2, and upstream Scope 3 categories.

Our Steel Rod operation is on a path to collect the required data to develop credible strategies and timelines for reducing GHG emissions associated with the commitment to the GSCC Standard. This work will guide the final stages of our global emission reduction goal-setting process, currently anticipated to be complete by the end of 2025.

Emissions Reduction Measures and Roadmap

Reducing emissions across our global operations presents cost-saving opportunities, in addition to supporting our goal of reducing GHG emissions. Our largest Scope 1 and 2 GHG emissions sources are purchased electricity and stationary combustion, followed by process emissions and mobile combustion. Based on these key emission drivers, we have identified **five emission reduction levers to strategically implement in our operations and fleet:**

Standardized Procedures	Efficiency and Optimization	Retrofits and Electrification	Renewable Generation	Market-Based Instruments
Emphasizing and standardizing current practices that require no or low cost	Enhancing operational efficiency, leveraging available incentives, investing in strategic energy efficiency programs, and optimizing our fleet	Switching from fossil-based fuels and investing in higher efficiency equipment through electrification, where possible	Investing in renewable generation or purchasing electricity from renewable energy sources	Purchasing credible renewable market-based instruments

Work continues to further define our emission reduction roadmap while advancing activities within various emission reduction pillars. We do not have an estimate of the capital expenditures or operating costs that may be required to implement our emission reduction strategies, and we anticipate formalizing our Scope 1 and 2 emissions reduction roadmap as we move toward 2026.

Through focused energy-efficiency and cost-reduction opportunities, we are finding ways to reduce our energy consumption in our operations. In 2024, we implemented renewable generation and energy-efficiency projects, trained operations teams, and expanded our energy benchmarking. Although not material to our earnings, examples of these efforts in 2024 included:

- Installing a 1.25-megawatt solar generation system, that began generating in November of 2024, and could generate approximately 40% of the annual electricity demand at our International Bedding location in Switzerland.

- Engaging in onsite renewable energy system projects in our International Bedding and Automotive businesses.

- Procuring over 1,800 MWh of renewable energy certificates at our Polish Work Furniture operation.

- Implementing energy-efficiency projects at our steel rod mill, which is estimated to avoid approximately $300,000 annually in electricity costs and reduce electricity consumption by approximately 5,200 MWh.

- Identifying additional manufacturing sites to deploy LED lighting, supporting our larger LED program that avoided over 6.6 million kilowatt hours and approximately 3,000 $mtCO_2e$.

- Hosting on-site energy treasure hunt trainings in our Work Furniture and Home Furniture businesses, identifying projects, that if implemented, would result in more than $150,000 annual utility cost savings and approximately 730 tonne of CO_2 emission savings.

- Completing two energy assessments through the U.S. Department of Energy Industrial Assessment Center identifying projects, that if implemented, would result in approximately $170,000 annual cost savings and over 1,900 $mtCO_2e$ reduction.

- Expanding our 2023 annual energy benchmarking to 26 U.S. manufacturing sites, resulting in measurable progress of 7.5% toward our U.S. Department of Energy Better Plants Program goal of reducing energy intensity by 25% over 10 years in our U.S. manufacturing sites.

Fleet Efficiency

Improving our fleet's efficiency is an important factor in our emission-reduction pathway. We operate more than 700 total vehicles, which includes our internal logistics fleet and private-passenger vehicles. Our logistics fleet provides freight services to many of our U.S. manufacturing locations. Our passenger vehicles represent opportunities to transition to more fuel-efficient, light-duty vehicles as the vehicles near their replacement life.

We are striving toward a goal of upgrading 1/3 of our U.S. fleet to new and more efficient sleeper tractors in 2025.

These newer models will also have newer technology, including Auxiliary Power Units, which can help reduce idling and improve driver comfort during rest periods.

Improving fuel efficiency and reducing deadhead are two key performance metrics used to assess our U.S. fleet's efficiency. In 2024, our U.S. fleet maintained similar miles per gallon as in previous years, but we improved our deadhead rate (trucks traveling with no cargo) by 14% through developing more efficient routes and minimizing empty miles for our fleet.

Climate-Related Risk

Our Board of Directors and the Board's Nominating, Governance and Sustainability Committee actively monitor our overall strategies, including climate-related risks and opportunities. Governance activities 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 items. 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 weather-related event having a material effect on our operations and results, the increased frequency and severity of such weather-related 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 and wire-drawing mills), 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 risks into our Enterprise Risk Management process, providing a structure to our internal processes for identifying, assessing, and managing these risks.

Further discussion of potential direct and indirect physical effects, market transition risks, and regulatory risks associated with climate change is included in the 2024 10-K climate change disclosure. Appendix 4 demonstrates our alignment with TCFD.

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 and Goals

Maintain ethical and responsible sourcing practices

- Maintain participation in Customs Trade Partnership Against Terrorism (CTPAT) program
- Effectively maintain supplier risk management programs and identify sourcing risks

Improve performance of our global logistics

- Improve logistics and network efficiency

Maintaining Ethical and Responsible Sourcing Practices

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. All of our critical Tier 1 suppliers are asked to acknowledge the Code of Conduct.

CTPAT Participation

We are a long-standing, fully certified and validated member of the CTPAT program. We are both a domestic and foreign manufacturer member of the CTPAT program and have been participating in the program since its inception.

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. CTPAT 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 engrained sound supply chain security concepts into our normal business processes. Membership in this program is administered centrally by the Leggett & Platt Supply Chain Group and adhered to within both applicable Leggett & Platt operations and their respective supply chains.

Supplier Risk Management Programs and Sourcing Risks

We continue to maintain a comprehensive Supply Chain Risk Management program to identify opportunities and address potential risk. Through our third-party risk-monitoring platform, we are able to systematically monitor varying risk criteria including financial, sustainability, and operational risks.

A multi-layered risk-based approach helps to ensure prospective and current suppliers can meet our standards and their obligations. Elements of the approach include:

- Automated risk monitoring, which includes public data sources related to suppliers' physical/geographic locations and news related to suppliers (reputable global news outlets as well as social media monitoring).

- Financial risk assessments, which are conducted during onboarding of new suppliers as well as on an ongoing basis for critical suppliers and those with spend greater than $1 million annually.

- Office of Foreign Assets Control (OFAC) Denied Party Screening, which is conducted during sourcing, onboarding of new suppliers and customers, and ongoing for all suppliers and customers.

- Sustainability assessments with all critical Tier 1 suppliers.

- Supplier assessments – onsite, virtual, and self-assessments. International suppliers that import into the U.S. are subject to onsite assessments. Assessments cover, among other things, compliance with Leggett & Platt policies.

For more information, visit our Supplier Information webpage.

Improving Performance of Our Global Logistics

Improving our global logistics performance is an important factor in our supply chain management efforts, and we continue to make progress toward our goal to improve our logistics and network efficiency.

In 2024, we shipped more ocean freight than air, as well as increased our shipping utilization by transporting more full container loads. Collectively, all modes of our domestic and international logistics showed a reduction in emissions by 2.4%* over the previous year. We also decreased our global logistics carbon intensity through concerted efforts by using more efficient modes of transportation.

Data calculated using Net Zero Action Green Freight Handbook CO_2 emission factors (netzeroaction.org). This includes international and domestic air, ocean, and land freight for shipments billed to our locations only.

Business Ethics and Governance

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 and Goals

Uphold high standards of ethical conduct

- Provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met

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

- Cultivate a mix of opinions, perspectives, skills, experiences, and backgrounds in our Board of Directors and Executive Leadership team

Upholding High Standards of Ethical Conduct

We strive to set a high standard for honesty, integrity, and ethical conduct.

Policies and Training

Every year, we provide business ethics resources and training to substantially all employees with company email access to ensure our standards are met. We maintain numerous policies to help our employees understand our commitment to ethical business practices.

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.

Business Policies Manual, Global Competition Policy, and Global Anti-Bribery Policy

In 2024, we circulated our Business Policies Manual, Global Competition Policy, and Global Anti-Bribery Policy to substantially all employees with a company email address. Additionally, substantially all our salaried employees and certain categories of employees in focus countries also received online training on our Global Anti-Bribery Policy, while certain categories of employees received 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. Third parties who do business on behalf of our company are expected to comply with all laws and regulations and abide by the core principles described in our Global Anti-Bribery Policy. Moreover, we have a dedicated legal department and a network of trusted attorneys worldwide assisting with any compliance or regulatory issues that may arise anywhere we either do business or where our products are sold.

Code of Business Conduct and Ethics and Financial Code of Ethics

We maintain a Code of Business Conduct and Ethics that applies to all directors, officers, and employees. 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 Financial Code of Ethics, to which they also must certify annually.

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

To help foster an ethical workplace and a culture of integrity, employees, suppliers, and customers are all empowered, without fear of retaliation or punishment, to raise questions or concerns about our operations and business practices and are encouraged to report behaviors that they believe may violate the law or Company policy.

Ethics Hotline

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 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.

In 2024, we received approximately 100 reports that were processed through the Ethics Hotline. All of these reports were (or are currently being) investigated.

Every report into the Ethics Hotline is 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 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.

Personnel from the Legal, Internal Audit, and Human Resources 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.

Maintaining a High-Functioning and Effective Board of Directors and Executive Leadership Team

Our Board of Directors is comprised of highly experienced and engaged independent directors and an executive director who provide effective oversight of the Company's management. As of May 2025, seven of eight of our directors were independent and one director was a management director.

> We recognize the value of cultivating a Board with a diverse mix of opinions, perspectives, skills, experiences, and backgrounds, which we believe enhances our decision-making processes and achievement of our long-term strategy. As of May 2025, **5 of our 7 independent directors** were diverse by race/ethnicity or gender.

Board Committees

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 Board actively supervises our overall strategies and programs through three standing committees:

- **The Audit Committee** monitors our enterprise risk-management process and our 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 our corporate responsibility and sustainability policies and programs, including environmental, social, and governance matters; reviews the sustainability report and any sustainability targets; and annually reviews and oversees political and charitable contributions.

- **The Human Resources and Compensation Committee** oversees 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.

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.

Corporate Governance

Our governance structure supports our sustainability goals and accountability:

- Governance efforts led by our Chief Compliance Officer, who is also the Executive Vice President – General Counsel, with oversight by the Board and senior leaders

- Annually elected directors

- Majority voting and 3/3/20/20 proxy access

- Diverse board and management team

We also maintain good governance and effective operations through written policies and auditing programs. 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.

Sustainability Governance Policies

Corporate Governance Guidelines

Human Rights Policy
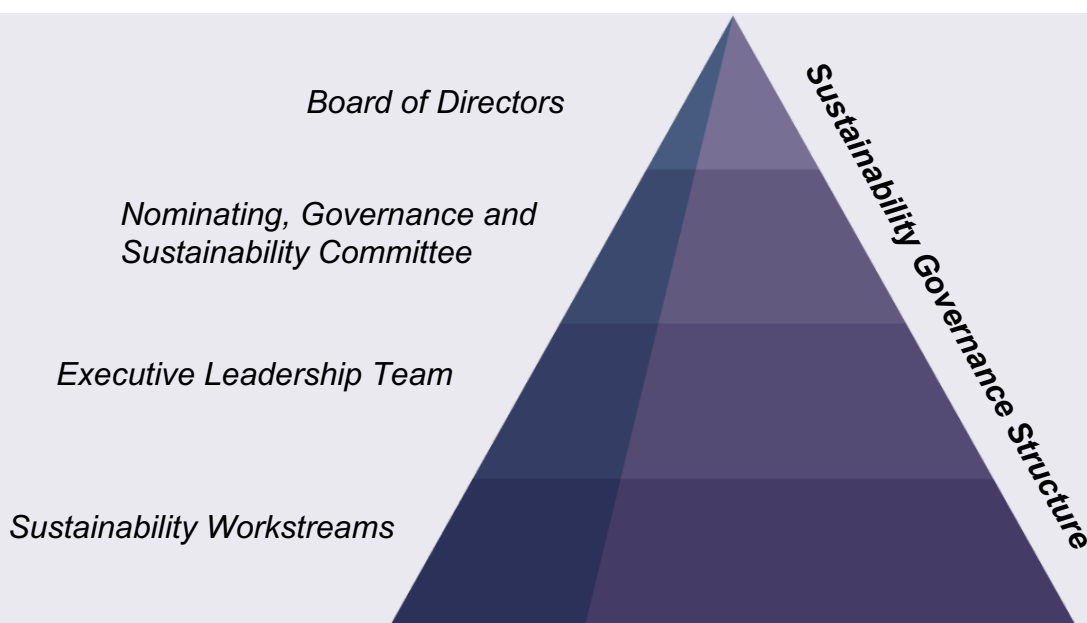
Supplier Code of Conduct

Supplier Diversity Policy

Environmental, Health, Safety, and Sustainability

Conflict Minerals

Human Trafficking and Slavery Policy

Board of Directors

Nominating, Governance and Sustainability Committee

Executive Leadership Team

Sustainability Workstreams

Sustainability Governance Structure

Information About This Report

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 "aim," "anticipate," "believe," "estimate," "expect," "future," "goal," "intend," "may," "plan," "project," "seek," "should," "strive," 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: our inability to foster a positive, engaging, and inclusive culture and enhance a safe workplace and culture; maintain a diverse Board of Directors and senior leadership team; measure and report greenhouse gas emissions (GHG) data and reduce GHG emissions; measure, benchmark and improve environmental performance of our global logistics activities, including our fleet and freight services; maintain the EPA SmartWay certification; upgrade one-third of our U.S. fleet in 2025; reduce environmental impacts of our products across their life cycle; reduce and eliminate chemicals of concern within our products and manufacturing processes; maintain a robust EHS program; reduce safety incident rates; establish key performance metrics and actions that will support tracking and reporting progress toward our sustainability goals; prepare a baseline water inventory; create equitable compensation and benefits; improve employee talent development and employee engagement; develop a baseline metric of zero waste to landfill; develop a comprehensive chemical management program; maintain ethical and responsible sourcing practices; improve sustainability disclosures; enhance our supplier strategy and goals; incorporate our learnings into global and local 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 a Scope 3 emissions target by the end of 2025; complete GSCC work, starting with the goal-setting process and timelines for reducing GHG emissions associated with the GSCC Standard; formalize our Scope 1 and 2 emissions reduction roadmap by the end of 2025; maintain participation in C-TPAT; establish energy intensive baselines; use water efficiently; produce safe, high quality products; maintain legal and ethical compliance of our employees and third parties who do business with and on behalf of Leggett; implement a company-wide waste footprint inventory; enhance our supplier assessment, risk management, and logistics processes, including a heightened emphasis on labor and social standards; maintain alignment with TCFD, UN Sustainability Goals and GRI; align with the ISSB disclosure framework; transition locations to ISO 9001 third-party certified systems; develop an effective sustainability handbook; standardize and maintain environmental management systems; successfully manage the Company's environmental compliance; and reduce our energy consumption and 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; and other risk factors in our Form 10-K filed with the SEC on February 26, 2025, and subsequent Form 10-Qs.

Other Important Information

The inclusion of information in this 2025 Sustainability Progress 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 sustainability 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 26, 2025, 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 sustainability data.

Appendix 1: Greenhouse Gas Emissions Report of Independent Accountants and Leggett & Platt, Incorporated Management Assertion

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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 year ended December 31, 2024 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.

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.

Pricewaterhouse Coopers LLP

St. Louis, Missouri
July 9, 2025

Leggett & Platt, Incorporated Management Assertion
For the year ended December 31, 2024

With respect to the greenhouse gas (GHG) emissions metrics (metrics) presented below for the reporting year ended December 31, 2024, 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 Reporting Year 2024
Scope 1 GHG Emissions (mtCO₂e)	Direct GHG emissions expressed in metric tonnes of carbon dioxide equivalent (mtCO₂e) from stationary and mobile combustion of natural gas, diesel, propane/liquified petroleum gas (LPG), fuel oil no. 2, gasoline, methanol, and jet fuel, as well as from process emissions. [1,2,3,4,6]	203,793
Scope 2 GHG Emissions (mtCO₂e)	Indirect GHG emissions expressed in metric tonnes of carbon dioxide equivalent (mtCO₂e) from the use of purchased electricity and steam. [1,2,3,5,6]	Market-based – 265,846 Location-based – 263,737
Total Scope 1 and Scope 2 GHG Emissions (mtCO₂e) [1-6]		Market-based – 469,639 Location-based – 467,530

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, office space, heavy- and light-duty vehicles, and forklift trucks, as well as 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. No acquisitions or divestitures occurred during the reporting year 2024.

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

1. 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 GHG 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 (CO_2), methane (CH_4), and nitrous oxide (N_2O). Carbon dioxide, methane, and nitrous oxide are reported in our emissions inventory as CO₂e, or carbon dioxide equivalent. 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.

4. Related to Scope 1 GHG emissions:
   - Stationary combustion:
     - Emissions from facility and equipment heating needs (natural gas, diesel, propane/ LPG, fuel oil no. 2), back-up generators (diesel, gasoline), and methanol at our owned and leased facilities and office space (collectively referred to as "sites").
     - Actual consumption data was obtained from utility invoices or annual usage surveys submitted by facility managers.
     - Where actual consumption data was not available, consumption was estimated based on the criteria described within the estimation methodology bullet below.
   - Mobile combustion:
     - 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).
     - 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 mileage reports provided by the third-party fleet management company (diesel and gasoline).
   - Process emissions:
     - Emissions from operation of L&P's owned steel rod mill manufacturing facility and foam pouring facilities in the United States. All other process emissions from the operations of L&P's other facilities have been excluded from our reported Scope 1 GHG emissions, but are being evaluated for inclusion in future reporting.
     - Actual consumption data was obtained from L&P's owned steel rod mill manufacturing facility and foam pouring facilities.
     - Process emissions from foam pouring facilities are calculated by multiplying the pounds of water processed by the molecular weight ratio of CO2 to H2O, and then adding CO2 auxiliary blowing agent (ABA) pounds processed. This results in CO2 emissions only.
   - Refrigerants:
     - We did not have sufficient refrigerant gas loss data available for the reporting year 2024, and therefore, they were excluded from our reported 2024 Scope 1 GHG emissions.
   - Estimation methodology:

- Where natural gas consumption data was not available for our 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. Where partial actual consumption data was provided for a site, proxy data gap filling was performed to fill in the monthly gaps with estimates using the average of the actual data for the site.
- Where propane consumption data was not available, an intensity factor based on estimated cost per cylinder, per vendor, from known activity data was used to estimate consumption.
- No additional estimates were made for other sources of stationary combustion or mobile combustion, as actual data was available.
- Estimated emissions from natural gas and propane accounts for approximately 4.4% of reported Scope 1 GHG emissions for the 2024 reporting year.

5. Related to Scope 2 GHG emissions:
- Purchased electricity:
  - Emissions from equipment used to power operations (e.g. lights, computers, and other equipment) at our sites.
  - Actual consumption data was obtained from utility invoices or annual usage surveys submitted by facility managers.
  - Where actual consumption data was not available, consumption was estimated based on the criteria described below.
- Purchased steam:
  - Emissions from facility and equipment heating needs at our sites in China and Switzerland only.
  - 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):
  - Renewable electricity contractual agreements (Guarantees of Origin applied in Poland sites; and a Power Purchase Agreement from one site in Switzerland).
  - Supplier/utility emission factors.
  - Residual mix emission factors representing the average emissions from all unclaimed energy.
  - Other grid-average emission factors (same as location-based).
- Estimation methodology:
  - Where purchased electricity consumption data was not available for a site, 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. Where partial actual consumption data was provided for a site, proxy data gap filling was performed to fill in the monthly gaps with estimates using the average of the actual data for the site.
  - No estimates were made for purchased steam, as actual data was available.
  - Estimated emissions from electricity accounts for approximately 3.4% reported market-based Scope 2 GHG emissions and approximately 3.2% of reported location-based Scope 2 GHG emissions for the 2024 reporting year.

6. Emission factors applied by scope and source are as follows. The year in parentheses at the end of the emission factor source indicates the year the source was published. Emission factors are applied from the first month after their release and are used until an updated emission factor is available.

GHG Emissions Scope	GHG Emissions Source	Reporting Year 2024
Scope 1, All Countries Excluding Canada	Stationary Combustion; Mobile Combustion	- United States Environmental Protection Agency (USEPA), 2025 Emission Factors for Greenhouse Gas Inventories (January 2025) - Department for Energy Security & Net Zero (DESNZ) 2024 UK Government GHG Conversion Factors for Company Reporting (July 2024)
Scope 1, Canada	Stationary Combustion; Mobile Combustion	- Environment Canada National Inventory Report 1990-2022 (2024)
Scope 1, US	Steel Smelting Process Emissions	- 40 Code of Federal Regulation (CFR) Part 98: Mandatory GHG Reporting Rule Monitoring Plan (2017)
Scope 2 (Location-based), US	Purchased Electricity	- United States Environmental Protection Agency (USEPA) Emissions & Generation Resource Integrated Database eGrid2023 (January 2025)
Scope 2 (Market-based), US	Purchased Electricity	- Electric Company Carbon Emissions and Electricity Mix Reporting Database for Corporate Customers (June 2024). Source: Edison Electric Institute - ComEd Environmental Disclosure Report (December 2024) - 2024 Green-e® Residual Mix Emissions Rates (December 2024) - United States Environmental Protection Agency (USEPA) Emissions & Generation Resource Integrated Database eGrid2023 (January 2025)
Scope 2 (Location-based), Canada	Purchased Electricity	- Environment Canada National Inventory Report 1990-2022 (2024)
Scope 2 (Market-based), Canada	Purchased Electricity	- 2018 Green-e® Residual Mix Emissions Rates for Canadian Customers (April 2018) - Environment Canada National Inventory Report 1990-2022 (2024)
Scope 2 (Location-based), UK	Purchased Electricity	- Department for Energy Security & Net Zero (DESNZ) 2024 UK Government GHG Conversion Factors for Company Reporting (July 2024)
Scope 2 (Location-based), Other International Countries (excluding Canada and the UK)	Purchased Electricity	- International Energy Agency (IEA) Emissions from Electricity Generation, OECD/IEA, Paris (2024)
Scope 2 (Market-based), Other International Countries (excluding Canada)	Purchased Electricity	- European Residual Mixes 2023; Association of Issuing Bodies (May 2024) - International Energy Agency (IEA) Emissions from Electricity Generation, OECD/IEA, Paris (2024)
Scope 2, All Countries	Purchased Steam	- United States Environmental Protection Agency (USEPA), 2025 Emission Factors for Greenhouse Gas Inventories (January 2025)

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 2024 was 679,491 MWh (Scope 2 Market Based) (2) Substantially all electricity used is from the grid. (3) 1,865 MWh of renewable energy.
CG-BF-250a	Management of Chemicals in Products	2025 Sustainability Progress Report, p. 23-24
CG-BF-250a.1	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	2025 Sustainability Progress Report, p. 23-24
CG-BF-250a.2	Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards	On-site chemicals are managed according to federal, state, and local regulations, through a risk-based approach.
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	2025 Sustainability Progress Report, p. 16
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) Sustainability Progress Report, p. 16
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	(1-5) 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 approximately half is used by our own wire mills. 2024 10-K, p. 29-30
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. 2024 10-K, p. 29

Appendix 3: Alignment to United Nations Sustainable Development Goals

UN Sustainable Development Goals

	Leggett & Platt Goals	UN Sustainable Development Goals
Our People	Foster a positive, engaging, and inclusive culture	5 8
	Enhance our safety culture	3
Innovative Products	Reduce environmental impacts of our products across their lifecycle	9 12
	Improve chemical management in our business	12
The Environment	Demonstrate our ongoing commitment to environmental responsibility	6 7 13 15
	Reduce greenhouse gas (GHG) emissions	13
Supply Chain Management	Maintain ethical and responsible sourcing practices	12
	Improve performance of our global logistics	13
Business Ethics and Governance	Uphold high standards of ethical conduct	16 17
	Maintain a high-functioning and effective Board of Directors and Executive Leadership team	16

Appendix 4: 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.	2025 Sustainability Progress Report, p. 34
Governance Recommended Disclosure (b)	Describe management's role in assessing and managing climate-related risks and opportunities.	2025 Sustainability Progress Report, p. 34
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.	2024 10-K, p. 17-18, 25, 61-62 2025 Sustainability Progress Report, p. 34
Strategy Recommended Disclosure (b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2024 10-K, p. 17-18, 25, 61-62 2025 Sustainability Progress Report, p. 34
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.	2025 Sustainability Progress Report, p. 34
Risk Management Recommended Disclosure (b)	Describe the organization's processes for managing climate-related risks.	2025 Sustainability Progress Report, p. 34
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.	2025 Sustainability Progress Report, p. 34
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.	2025 Sustainability Progress Report, p. 28, 30, 32, 47 (SASB CG-BF-130a.1)
Metrics and Targets Recommended Disclosure (b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2025 Sustainability Progress Report, p. 30
Metrics and Targets Recommended Disclosure (c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2024 10-K, p. 62

Appendix 5: GRI Content Index

Leggett & Platt has reported the information cited in this GRI Content Index for the period January 1, 2024 through December 31, 2024 with reference to the GRI Standards.

GRI 1: Foundation 2021

GRI Standard	Disclosure	Response
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational Details	a) 2024 10-K, p. 3 b) Stock Corporation, NYSE listed and publicly traded (LEG) c) 2024 10-K, p. 29 d) 2025 Sustainability Progress Report, pg. 2; 2024 10-K, p. 8, 29
	2-2 Entities included in the organization's sustainability reporting	a) 2025 Sustainability Progress Report, p. 3, 45
	2-3 Reporting period, frequency and contact point	a) 2025 Sustainability Progress Report, p. 3; Annual b) 2024 10-K, Cover Page c) July 18, 2025 d) lp.sustainability@leggett.com
	2-5 External assurance	a) 2025 Sustainability Progress Report, pg. 44-46; We determine when we require external assurance on sustainability data based on a risk assessment of internal and external factors including: compliance with laws and regulations, industry best practices, and internal goals and capabilities. Relevant board committees and senior management are involved throughout the assurance approval process and final assurance opinion.
		b) 2025 Sustainability Progress Report, p. 44-46
	2-6 Activities, value chain, and other business relationships	a) 2024 10-K, p. 3; 2025 Sustainability Progress Report, p. 2 b) 2024 10-K, p. 3-6, 29
	2-7 Employees	a) 2025 Sustainability Progress Report, pg. 5; 2024 10-K, p. 11-12
	2-9 Governance structure and composition	a) 2025 Sustainability Progress Report, p. 41, Leggett & Platt Governance b) 2025 Sustainability Progress Report, p. 41, Leggett & Platt Governance c) 2025 Sustainability Progress Report, p. 41, Leggett & Platt Governance; 2025 Proxy Statement, p. 2, 14-18
	2-10 Nomination and selection of the highest governance body	a) Leggett & Platt Governance Corporate Governance Guidelines b) 2025 Proxy Statement, p. 9-10
	2-11 Chair of the highest governance body	a) Leggett & Platt Governance b) 2025 Proxy Statement p. 6-7, 42
	2-12 Role of the highest governance body in overseeing the management of impacts	a) 2025 Sustainability Progress Report, p. 42 b) Leggett & Platt Governance; 2025 Proxy Statement p. 5 c) Leggett & Platt Governance
	2-13 Delegation of responsibility for managing impacts	a) 2025 Sustainability Progress Report, p. 41-42
	2-14 Role of the highest governance body in sustainability reporting	a) 2025 Sustainability Progress Report, p. 42

GRI Standard	Disclosure	Response
	2-17 Collective knowledge of the highest governance body	2025 Proxy Statement, p. 2
	2-19 Remuneration policies	a) 2025 Proxy Statement, p. 11-13; 32-63 b) 2025 Proxy Statement, p. 32-63
	2-20 Process to determine remuneration	a) 2025 Proxy Statement, p. 32-63 b) 2025 Proxy Statement, p. 32-63; Form 8-K for Leggett Platt INC filed 05/09/2025 pg. 3
	2-22 Statement on sustainable development strategy	a) 2025 Sustainability Progress Report, p. 3
	2-23 Policy commitments	a) Leggett & Platt Governance, 2025 Sustainability Progress Report, p. 36,39 b) Human Rights Policy c) Leggett & Platt Sustainability - Various policies linked; Leggett & Platt Governance
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	a) Human Rights Policy Grievance Mechanism; Reporting Violations b) 2025 Sustainability Progress Report, p. 39; Human Rights Policy Grievance Mechanism; Reporting Violations
	2-26 Mechanisms for seeking advice and raising concerns	a) 2025 Sustainability Progress Report, p. 40
	2-28 Membership Associations	Leggett & Platt, Inc. was a member of 15 membership associations, paying dues or fees of approximately $0.4M
	2-30 Collective bargaining agreements	a) 2024 10-K, p. 11
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	a) 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 and ESG goals as the ESG priorities directly align and correlate with the top 13 ESG topics. b) Stakeholders, including investors, customers, suppliers, and employees.
	3-2 List of Material Topics	Employee Health, Safety, & Wellbeing; Inclusion, Diversity, & Equity; Employee Experience Business Ethics, Transparency, & Reporting; Anti-Corruption & Bribery; Board Leadership & Oversight Environmental Management & Operational Efficiency; Climate Change/ GHG Emissions Reduction Product Quality & Safety; Sustainability in Product Innovation; Life-cycle Impacts of Products Ethical Standards; Human Rights & Social Labor Standards; Environmental Impacts
Economic Topics		
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	a) 2025 Sustainability Progress Report, p. 34; 2024 10-K, p. 17-18, 24-26, 61-62
GRI 205: Anti-Corruption 2016	205-2 Anti-Corruption Communication	2025 Sustainability Progress Report, p. 39 Leggett & Platt Governance

Environmental Topics

GRI Standard	Disclosure	Response
GRI 301: Materials 2016	301-2 Recycled input materials used	2025 Sustainability Progress Report, p. 16, 22, 28
GRI 302: Energy 2016	302-1 Energy consumption within the organization	e) 679,491 MWh (Market-based Scope 2)
	302-3 Energy intensity	a) 0.00015 MWh per dollar (USD) b) $4.384 billion c) purchased electricity (Market-based Scope 2) d) The ratio uses energy consumption within the organization.
	302-4 Reduction of energy consumption	a) 2025 Sustainability Progress Report, p. 31-32 b) 2025 Sustainability Progress Report, p. 31-32
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	a) 2025 Sustainability Progress Report, p. 29
	303-2 Management of water discharge-related impacts	a) 2025 Sustainability Progress Report, p. 29
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	a) 2025 Sustainability Progress Report, p. 30 b) 2025 Sustainability Progress Report, p. 30 d) 2025 Sustainability Progress Report, p. 30
	305-2 Energy indirect (Scope 2) GHG emissions	a), e), f), g) 2025 Sustainability Progress Report, p. 44-46 b), c), d) 2025 Sustainability Progress Report, p. 30
	305-3 Other indirect (Scope 3) GHG emissions	g) 2025 Sustainability Progress Report, p. 30
	305-4 GHG emissions intensity	a) 0.00011 MTCO2e per dollar (USD) b) $4.384 billion c) Scope 1 & Scope 2 market-based Total $MTCO_2e$
	305-5 Reduction of GHG emissions	a) 2025 Sustainability Progress report, p. 32 b) Methane CH_4, Nitrous Oxide N_2O, CO_2 Carbon Dioxide d) Scope 1 & 2
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	a) 2025 Sustainability Progress Report, p. 28
	306-2 Management of significant waste-related impacts	a) 2025 Sustainability Progress Report, p. 28 c) 2025 Sustainability Progress Report, p. 28
	306-4 Waste diverted from disposal	e) 2025 Sustainability Progress Report, p. 28 Recycling of steel, foam, cardboard, paper, plastic, chemicals, lubricants, and others are examples of ways our sites increase their waste diversion rates. Company-wide data not available. Global waste inventory underway in 2025.

GRI Standard	Disclosure	Response
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	a) 664 suppliers, 2025 Sustainability Progress Report, p. 37
Social Topics		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	a) 2025 Sustainability Progress Report, p. 9 b) 2025 Sustainability Progress Report, p. 9
	403-2 Hazard identification, risk assessment, and incident investigation	2025 Sustainability Progress Report, p. 9 Our goal is to reduce and eliminate workplace injuries through process safety and to continuously improve from lessons learned through accident investigations. We use a risk-based approach to identify the type and scope of EHS assessments to be conducted. The assessment tracks facility compliance and engagement with all required SafeGuard program elements. Where necessary, corrective action plans are developed and implemented. SafeGuard 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.
	403-5 Worker training on occupational health and safety	2025 Sustainability Progress Report, p. 9,11
	403-8 Workers covered by an occupational health and safety management system	2025 Sustainability Progress Report, p. 9-10 Under SafeGuard, our comprehensive health and safety management system, 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.
	403-9 Work-related injuries	2025 Sustainability Progress Report, p. 10
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	a) 2025 Sustainability Progress Report, p. 6, 38 Depending on job position and responsibilities, many employees receive several hours of training per year. In addition to formal training, our Legal Compliance team regularly interacts with employees to provide individual guidance and training when appropriate for specific legal compliance topics.
	404-2 Programs for upgrading employee skills and transition assistance programs	a) 2025 Sustainability Progress Report, p. 6-8; 2024 10-K, p. 11
	404-3 Percentage of employees receiving regular performance and career development reviews	a) 2025 Sustainability Progress Report, p. 8

GRI Standard	Disclosure	Response
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	a) 2025 Proxy Statement, p. 2 b) 2025 Sustainability Progress Report, p. 5
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	a) 2025 Sustainability Progress Report, p. 37
GRI 415: Public Policy 2016	415-1 Political contributions	Leggett & Platt Political Contributions
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	a) 2025 Sustainability Progress Report, p. 17-19