

InVision

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



Doing the Right Thing



As I think back on my life so far, I realize that **doing the right thing** has always been a driving force for me. It's an internal compass that continually guides me forward, and it has served as a foundational element in my career.

My journey at Leggett & Platt began in Internal Audit, where the focus is to ensure that our company complies with laws, regulations, and internal policies while upholding the highest standards of integrity in our operations. During this time, I gained valuable insights into the importance of objectivity, confidentiality, and maintaining a high ethical standard – all important factors when doing the right thing.

More recently, I spent a period of my career helping to transform some of the finance processes and activities within our company. It was in this role that I recognized doing the right thing and driving positive change for our business required difficult conversations and driving accountability at all levels. Doing the right thing isn't always popular, as it takes strength, courage, and resolve. However, it's essential to fostering the long-term success of our company.

I have now transitioned into Human Resources, as I was honored to become Chief Human Resources Officer this past January. It's no surprise that my commitment to doing the right thing has moved with me to HR – but a sharper focus on people has come into view. Doing the right thing is about offering transparency over dishonesty, kindness over hostility, and compassion over indifference. Doing the right thing is treating people the way they deserve to be treated.

At Leggett & Platt, doing the right thing is the foundation for everything we do – whether we are treating our fellow employees with dignity and respect, committing to workplace safety, or upholding processes and procedures. It's up to all of us!

May we all strive to be great people, great employees, and great leaders who do the right thing – in all situations, always.

Lindsey

Lindsey Odaffer
Executive Vice President –
Chief Human Resources Officer



Taking Pride in Our Work: The People Behind Our Products

I take pride in experimenting with and developing technologies that could shape the future of our automotive business. By creating products across our entire portfolio and collaborating with various departments and customers, we drive innovation and expand our expertise in advanced applications. Seeing the products I work on evolve into projects and foster innovation through a hands-on approach is what motivates me. One key project is our comfort innovation, which combines vibration and haptics technology with our pneumatics expertise in seat design.

Felix Roth
Advanced Development Engineer
Automotive | Germany

As part of the motor R&D team, I work on motor design and project management. My primary project is the Gen 3.0 Power Lift Gate Motor, which focuses on competitive BOM cost, standardized platform, and full automotive production. It is satisfying to see my designs meet market requirements and achieve mass production.

YiXue Su
Senior Engineer
Automotive | China

I'm an engineer of CPD Motor, currently working on G4X DOS ferrite and PUD motor development. My core values at work are ensuring our products are more competitive in the market and better serving our customers.

Joe Cui
Product Engineer
Automotive | China

I joined the L&P family right after graduation, where I developed my CNC programming skills. The technical challenges in this field excite me, and I find great satisfaction in successfully machining complex parts. I also enjoy collaborating with my team to solve complex problems.

Jin Yang
CNC Lathe Operator
Hydraulic Cylinders | China

As a friction welding operator, I am passionate about my job. It allows me to tackle technical challenges daily and provides a sense of achievement through continuous learning and improvement. I appreciate the precision and attention to detail required in friction welding, where every parameter adjustment impacts the quality of the weld. This keeps me focused and engaged in my work.

Wenhai Luo
Friction Welding Operator
Hydraulic Cylinders | China

I take pride in being at the final stage of the manufacturing process, ensuring the release of high-quality products to our customers. I am proud to lead such a driven and focused team and look forward to improving myself and progressing in the future to contribute to our continued success and growth.

Ryan Macey
Despatch Team Leader
Aerospace | United Kingdom

My responsibility is to conduct orbital welding on tube assemblies for airplane engines. I take pride in my work, producing safe and reliable parts. This is important to me because it could be my family, friends, or even myself on an airplane with a part I made, so I strive to ensure it's always of the highest quality.

Frankie Rodriguez-Rivera
Orbital Welder
Aerospace | United Sates

I work alongside a skilled team of EOJTs, MUTs, and fellow Advanced Master Utility Technicians. Together, we are responsible for maintaining, repairing, and optimizing machinery to ensure reliable and efficient operation. I take great pride in ensuring our equipment runs smoothly and consistently meets our customers' high standards.

Kyle Crane
Advanced Master Utility Technician
Bedding | United States

I have been with L&P for three years, making foam for various products. I love coming to work every day, doing what I love, and performing my job to the best of my ability. We have a great environment, and I enjoy working with my colleagues.

Leslie Church
Lab Technician
Bedding | United States

What I take the most pride in is the people I work with; we have a great team, and it's a fun environment. I'm respected by my peers and can always be counted on. I'm also cross-trained in packing and the bedding department, ensuring that I can contribute wherever needed.

Eric Cope
Production Foreman
Home Furniture | United States

I'm a proud member of Leggett & Platt, working on the assembly line of finished products since 2006. For 19 years, I've dedicated myself to delivering satisfying products to our customers and creating the greatest value in my position. I take immense pride in my work and have full confidence in my ability to contribute effectively.

Peng Bo
Assembly Shift Leader
Home Furniture | China

I have a passion for hands-on work and am always ready to operate any machine necessary to maintain smooth production. My years of experience allow me to troubleshoot issues and help fellow operators in problem-solving. My reliability and leadership make me an essential part of the production team. I take great pride in keeping the production floor running efficiently and in the quality of the products we create.

Connie Lineberry
Lead Machine Operator
Home Furniture | United States

Throughout my career, I have taken on many different roles. I love coming to work every day alongside my husband, Eulalio, and collaborating with my co-workers and management. I have the best supervisor who supports me.

Virginia Juarez
Wind-Up Operator
Flooring Products | United States

I have worked here for 19 years alongside my wife, Virginia. I enjoy collaborating with our Production Manager and overseeing the daily operations in the Finishing Department. Most of my day is spent working between the Laminator and Tape Seal, ensuring that the carpet pad we produce is of the highest quality.

Eulalio Palmeros
Finishing Coordinator
Flooring Products | United States

I work on the friction calendar, running various fabrics and textiles. Currently, I'm processing fabric for pillowcases. I'm proud to be part of this process and company because our fabrics directly impact our customers' daily lives. Additionally, I appreciate the cross-training opportunities Hanes provides, allowing me to gain new skills and experiences within the manufacturing field. It's also motivating to know that Hanes promotes from within, giving employees like me the chance to grow and advance in our careers.

Ronald Griffith
Friction Calendar Operator
Fabric Converting | United States

I operate a high-speed machine to convert large rolls of fabric into smaller ones, tailored to meet customers' specific order needs. I have been employed here for 23 years and truly enjoy the fast-paced environment and the wonderful people I work with every day.

Robert Sawyer
High Speed Cell
Fabric Converting | United States

I joined PHC as a temporary trainee, where I gained extensive experience in hydraulic cylinder assembly. I also had the opportunity to travel to the UK, which allowed me to work with international teams and gain valuable experience. Throughout my journey, I am sincerely grateful to my family, friends, and colleagues for their support.

V Premkumar
Senior Technician
Hydraulic Cylinders | India

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Integrity in All We Do:

Business Ethics, Reporting, and Governance

At Leggett & Platt, our company values shape how we treat one another and conduct business. In everything we do, we're committed to *doing the right thing* and strengthening our reputation for integrity.

As the foundation for our business, integrity is more than a virtue – it's the Leggett & Platt way. Being honest, fair, and dependable is how we lead at L&P.

Setting the Standard: Integrity Starts with Strong Governance

Through strong governance, our company leadership sets the standard for doing business with integrity. Jennifer Davis, General Counsel and Chief Compliance Officer, and our Board of Directors lead our efforts.



Jennifer Davis

Our corporate governance structure promotes ethical business practices and effective oversight across L&P. The Board is the ultimate decision-making body, consisting of several standing committees with specific oversight responsibilities in areas like financial reporting, enterprise risk management, sustainability, and human resources. The Board approves our Corporate Governance Guidelines, which formalize our commitment to strong governance practices. Jennifer Davis leads our compliance and ethical business practices efforts at the business level.

We maintain good governance through our written policies, annual policy updates and trainings, and regular audits. Each year, employees review and accept our Business Policies Manual, which guides our actions and helps promote the highest levels of responsibility, integrity, and legal compliance. If an employee suspects illegal conduct or a compliance issue, they are encouraged to contact our Ethics Hotline – a telephone- and email-based reporting service that is available 24 hours a day, seven days a week, 365 days a year. To help support good governance and integrity in our work, the Internal Audit team and our external auditors continually review our compliance efforts throughout the company.

With safeguards in place, everyone at L&P is empowered to lead with integrity and can start leading by speaking the truth.

“One thing we can all do every day to promote honesty and integrity is to speak the truth openly and candidly, without fear. This means being transparent in our communications, whether sharing good news or bad,” says Jennifer Davis. “By consistently speaking the truth, we build trust and respect with our colleagues, customers, and stakeholders, and we uphold the values of honesty and integrity in our daily actions.”

Delivering Results the Right Way: Integrity in Our Finances

In 2002, the United States Congress passed the Sarbanes-Oxley Act (SOX) – a law that regulates how publicly-traded companies like L&P report financial information and conduct audits. As a global company, comprehensive financial reporting across varying locations, geographies, and systems is challenging, but our teams are dedicated to delivering results ethically and accurately.

From the manufacturing floor to our consolidated reporting, our accounting processes use key controls to help create a clear and accurate view of L&P's financial position. These key controls are crucial parts of recording and approving transactions or preventing errors or fraud that could result in a material misstatement in a financial statement. Our Policy and Procedures team ensures controls and procedures address risks and comply with regulatory requirements. This team also regularly works with external auditors and gathers input from the Operations and Corporate Departments to promote continuous improvement.

“We all have the responsibility to ensure our respective areas' books and records are complete and accurate and that we are operating within our established policies and procedures,” says Tammy Trent, Chief Accounting Officer. “We rely on everyone to safeguard and preserve the integrity of our financial records and prevent inappropriate behavior. Transparency and open communication are crucial, and we are always looking for ways to improve.”



Tammy Trent

Improving our processes and making them more efficient is a top priority for our financial and accounting teams. Ideas are always welcome and can be submitted to policyandprocedure@leggett.com.



Taking Pride in Our Work: Ensuring Integrity Through Internal Audits

Our Internal Audit team helps maintain the integrity of L&P's operations, ensures effective risk management, and identifies opportunities for improvement.

“We strive to be value-added business partners that provide independent, objective assurance and advisory support,” says Rachel Krenz, Vice President of Internal Audit and Due Diligence. “We help L&P accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.”

Our internal auditors develop and execute an annual audit plan that conducts financial and operational audits and helps ensure compliance with SOX. They perform a wide range of audits, including location-specific audits, anti-bribery audits, IT audits, and internal control reviews. They also assist with fraud and Ethics Hotline investigations and proactively consult with and survey employees regarding potential ethical concerns. By ensuring an effective and efficient control environment, they ultimately provide assurance that L&P is operating with integrity.

Each internal auditor at L&P is a member of the Institute of Internal Auditors (IIA), committing to upholding principles such as integrity, objectivity, competence, and confidentiality. They follow the IIA's global ethics and professionalism standards and evaluate conformance with these standards through annual internal quality assessments, as well as an external quality assessment every five years. Guided by these ethics and principles, our Internal Audit team takes pride in their work every day.

“A job well done is defined by our adherence to the highest standards of integrity and professionalism as we identify risks, provide guidance to enhance processes, and abide by regulations,” says Kevin Curtis, Senior IT Audit Manager. “By collaborating with teams across our global organization, we take pride not only in building strong, trusted relationships but also in achieving measurable improvements that advance L&P's operations – *together*.”



Internal Audit Team 2025

Adjustable Bed and Automotive: Teaming Up for Innovation

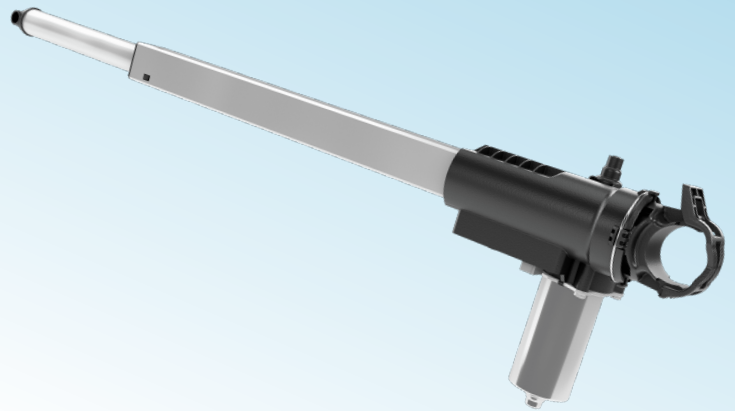
Leggett & Platt Adjustable Beds has been a premier provider of adjustable bed bases for over 40 years, creating products for ultimate relaxation and rejuvenation. The team behind the adjustable beds continues to roll out new innovations for their product offerings, including a recent actuator developed in strong partnership with Leggett & Platt Automotive.

An Idea Is Born

An actuator is a device that allows a machine or other device to operate by converting energy into mechanical force. The actuator in a Leggett & Platt adjustable bed, for example, adjusts the head and foot of the bed to help an individual find a comfortable position.

Our Automotive business also produces actuators but for use in vehicles. Traditionally, Automotive has produced small actuators that enable functions like opening and closing vehicle windows and operating controls. When the Adjustable Bed and Automotive teams explored opportunities to collaborate, it was discovered that they could team up to create a new, larger actuator designed specifically for adjustable beds.

"This project represents true collaboration and a strategic initiative for the company," says Jay Thompson, President of Adjustable Bed. "The Automotive team was looking for new growth areas, and this was a chance for Adjustable Bed to bring actuator production in-house. By leveraging our internal capabilities, L&P is diversifying its supply chain and gaining content in the final consumer product."



A True Collaboration

To launch this product successfully, L&P evaluated several production sites and ultimately chose the Automotive facility in Juarez, Mexico. This location allows for faster turnaround and cost-effective logistics. By reusing existing automotive packaging, we're also keeping packaging and shipping costs low, even with fluctuations in demand.

The Adjustable Bed and Automotive teams have brought their unique expertise to this project. Engineers aligned on a common goal and a clear focus on what's best for our businesses. The result is a partnership that opens the door for future innovation.

According to Sonia Smith, President of L&P Automotive: "I am truly proud of the engineers and project team members who made this development a reality. We are all excited to see these actuators running on the assembly line and headed to homes all across America."



Julia Rosien

New Marketing Role in Bedding Products

In February, L&P hired Julia Rosien as Vice President of Marketing for our Bedding Products segment. Julia will lead strategic marketing initiatives for Bedding and collaborate closely with the product development and sales teams to drive innovation and growth.

"What I'm most looking forward to in this new role at L&P is supporting our customers in fresh, creative ways – and doing it alongside a team that shares my values," says Julia. "Relationships, integrity, and curiosity have guided me throughout my career, and they've never steered me wrong."

Her expertise in digital strategy, licensor relationship management, and a deep understanding of the bedding market will be invaluable as we continue to strengthen our position as a leader in bedding product solutions. Please join us in welcoming Julia to L&P!