

# InVision

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

## Putting People First



When we put people first, everything else follows.



A look inside.

Over the years, I've seen many values at work across our company, but one consistently rises above the rest: **putting people first**. It's the foundation of how we treat one another, how we serve our customers, and how we prepare for the future.

My own journey began here in 2006, when I joined the Legal Department after six years of private practice. From my first day, I saw how deeply this company values its people. As an attorney, I focus on fairness and accountability – responsibilities that always come back to people. Every policy we follow, every agreement we make, and every challenge we address begins with relationships at the center: our employees, our customers, and our communities.

That same commitment comes through in this issue of our magazine. Here, you'll find stories about how we listen and learn from our people – taking feedback from LPVoice to shape new practices and opportunities. You'll see how our businesses support each other – from expanding our footprint in Home Furniture through collaboration, to growing our presence in online retail in Bedding. And you'll be reminded of the importance of working and celebrating together – from cross-team collaboration to cultural gatherings, and the fun moments that bring us closer as a team.

When we care for each other, we create a culture of trust that fuels innovation, collaboration, and resilience. This culture not only helps us meet today's goals but also strengthens our ability to adapt to whatever challenges lie ahead.

I invite you to explore the stories in this issue and take pride in how we continue to live out our values together. I hope you'll see your own impact reflected throughout. Let's continue putting people first in everything we do.

Jennifer Davis  
Executive Vice President – General Counsel



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## Investing in Our People Through Listening and Learning

At Leggett & Platt, we invest in our employees by valuing their voices and developing their potential. These are just a couple of the ways we **put people first**.

To help us invest in our teams, we're listening to their ideas, taking action on what they share, and providing learning opportunities that strengthen their leadership skills.

### Listening and Taking Action

At L&P, we know every employee has a unique perspective that can improve our experiences at work. To gather as many perspectives as possible, we're listening in different ways. LPVoice – our global engagement survey – captures trends related to employee sentiment while branch visits allow for more localized conversations.

This summer, our senior leaders visited over 20 branches around the world, listening to the wins and challenges of local teams. Branch and senior leadership discussed local and overall company performance, and employees had opportunities to share feedback and ask questions. As a part of these local conversations, senior leaders also hosted informal roundtable discussions with groups of corporate employees.

Lindsey Odaffer, Chief Human Resources Officer, reflects on these local conversations and how listening is more than a skill:

"One of the most powerful things we can do as leaders is listen," says Lindsey. "There is nothing I enjoy more than being in our facilities, meeting with our people, and listening to their feedback. For over 140 years, our people have been the heart of this company – and we should

always be looking for meaningful opportunities to listen and respond. It's one of the primary ways we put people first."

We're also listening and taking action through LPVoice. When we launched LPVoice late last year, we received more than 8,000 survey responses that provided insights into what we're doing well and where we can improve. Business Unit and Corporate Department leaders used these responses to create individualized action plans that strengthen employee recognition, offer more growth and development opportunities, and increase engagement and collaboration. Later this year, our Corporate Human Resources team will check progress on these action plans and share updates via a companywide communication.

To stay accountable and keep track of trends, we are already planning our next global engagement survey. We'll administer LPVoice to every employee again in the first half of 2026 and sometime in 2027. Leaders will revise and build upon their action plans based on the updated survey results.

As we continue to listen and act on feedback, it's clear that our employees care deeply about one another and the future of our company. Teams don't need to wait for a survey or a branch visit to voice their ideas – everyone is encouraged to keep the dialogue going by reaching out to their direct managers or our Corporate Human Resources Department.

Together, we can continue to make Leggett & Platt an even better place to work.

### Learning Through Foundational Leadership

We're committed to leadership development because we know that strong leaders create strong teams. To help leaders develop themselves and their teams, we launched a program called Foundational Leadership in late 2024. This program empowers people leaders to lead with confidence and empathy and drive team success.

Foundational Leadership sessions are instructor-led workshops that include discussions, presentations, hands-on exercises, and interactive activities. Each session covers essential leadership skills, such as intentional communication, prioritization and delegation, leading successful check-ins, and conflict management. Once a leader completes the program, they will have the knowledge to help their teams connect, perform, and grow.

Each quarter, our Talent Management team offers virtual classes and an occasional on-site class based on business need. To make the program even more accessible, the team also developed a train-the-trainer program, so far certifying 25 trainers who can facilitate local classes throughout our businesses.

"Foundational Leadership doesn't just strengthen skills – it builds a community," says Christalena Peña, Learning & Development Program Manager, who was instrumental in creating and facilitating the program. "By fostering mentorship, connection, and shared growth, we create a space where leaders support one another, celebrate wins together, and lean on each other through challenges. That sense of belonging is what turns development into lasting transformation."

First-time people leaders who manage one or more direct reports are encouraged to sign up for Foundational Leadership. This includes any employee who has newly joined Leggett & Platt as a people leader, has been internally promoted into a people leader position, or has been a people leader for less than five years. To enroll, employees should reach out to their direct managers or our Corporate Human Resources Department.

### Participant Perspectives

During the summer, our Talent Management team traveled to North Carolina to share Foundational Leadership with first-time people leaders at Hanes. Over the course of two days, participants explored their strengths and weaknesses and learned how to become better leaders.

Dustin Valko, Warehouse Supervisor, learned how valuable check-ins are:

"I think having check-ins is a huge part of making employees feel valued and appreciated. It also lets them know their voice matters and is taken seriously," says Dustin. "My overall experience was excellent – the instructor explained everything well, took time to answer questions, and there were a lot of group activities."

Anissa Parson, 2nd Shift Supervisor, learned more about giving feedback:

"Overall, the topics that really stood out to me were communication, decision making, and being a team motivator," says Anissa. "My main takeaway was around the importance of providing feedback. As a supervisor, providing key information to my team allows them to assess their performance at work."

We're grateful to every leader who has participated in Foundational Leadership and committed to being the best they can be for themselves and their teams!



L&P Flooring Products, U.S.



Ennis Spring, U.S.



L&P International Trade, China



Foundational Leadership Cohort at Hanes  
in Conover, North Carolina

## Laughter and Connection: How We Have Fun Together

At Leggett & Platt, we know work is more than tasks and deadlines – it’s also about the connections we build along the way. Putting People First means supporting one another in our work, but it also means celebrating, laughing, and finding happiness in our shared moments. No matter where we are situated on the globe, our teams show that having fun together is what makes work feel lighter and more meaningful.

### Pullmaflex UK – Ammanford, Wales

At Pullmaflex, colleagues celebrate every achievement – big or small – with teamwork and humor. From shared meals to small jokes that brighten the workday, the team makes space to support one another not only in projects but also in life’s challenges. That sense of humor and solidarity fuels resilience.

“Laughter is the best medicine,” says Clare Rees, HR Business Partner. “Whether it’s sharing the highlight of our day, a hilarious mishap, or a meme that’s just too real, those moments of humor build the kind of connection that makes us feel truly valued and supported. After all, a team that can laugh together can tackle just about anything.”

### Corporate Information Technology – Missouri, USA

When a system goes down or a technical glitch occurs, the IT team is typically the first call. Even with those constant demands, they strike a balance between serious problem-solving and genuine connection. A recent scavenger hunt for IT Professionals Day reminded everyone that celebrating together builds trust and strengthens the team.

“To us, putting people first means showing up for each other every day. It’s about listening, being flexible, and through tough weeks, celebrating a win, or just checking in,” says Liz Reed, Senior Director of Global Support. “We try to lead with empathy and trust. We’re not perfect, but we care a lot – and that shows in how we work together, making sure people feel seen and supported.”

### Automotive India – Chennai, India

Our team in Chennai makes it a point to bring their culture into workplace celebrations, creating opportunities to share traditions. During Navaratri, a Hindu festival that spans nine nights and ten days, employees and their families built a traditional Golu display, where each step represents spiritual growth and cultural heritage. The event highlights creativity, pride, and family connections while enjoying the festive spirit of the holiday.

“At the heart of our organization are our employees – and behind every employee is a family that fuels their strength,” says Rajeswari E.S, HR Business Partner. “When families feel seen and celebrated, our workplace blossoms with positivity, purpose, and unity. Navaratri gives us a beautiful opportunity to honor this bond, creating space where tradition and togetherness thrive. It’s more than a festival – it’s a reflection of mutual respect and the deep connection between our people and the organization.”

No matter where we are, one thing is clear – connections matter. By coming together to celebrate and share moments, we strengthen the culture that makes our work meaningful.



The L&P Ammanford Team



IT Team gathering for the Scavenger Hunt



The India Team celebrating Navaratri

## Putting People First in a Digital World: IT Supports the Business through E-Commerce

As digital technologies continue to shape how Leggett operates, Shared Services Information Technology (IT) is playing a pivotal role in transforming how we connect with customers and drive profitable growth. Through strategic e-commerce initiatives across our Bedding and FF&T (Furniture, Flooring & Textiles) business units, IT is helping enhance our retail presence and streamline internal processes while keeping customers and employees at the heart of every solution.

E-commerce is not just a technical upgrade. It’s a shift in how employees and customers engage with the business. Whether in business-to-business (B2B) or business-to-consumer (B2C) environments, IT teams are working to make digital tools more intuitive and responsive to real-world needs.

A consistent focus across these initiatives is usability. New systems are being designed to help employees manage tasks with greater efficiency and accuracy, while also improving the experience for customers and partners.

Integration plays a key role in these efforts. By connecting e-commerce platforms with internal systems, IT is helping business units gain more control over operations. These integrations also support long-term adaptability as business requirements change.

### Building Smarter Solutions

The L&P Employee Store for U.S. employees moved over to a new platform, saving 64% in hosting costs. This upgrade also makes it easier to grow and improve the store in the future, including connecting it directly to Specialty Foam’s main business software (D365 ERP).

In the Adjustable Bed Call Center, the existing order management system is being replaced with internal solutions that retain existing functionality and introduce new features. These updates are expected to improve service delivery and reduce operational expenses.

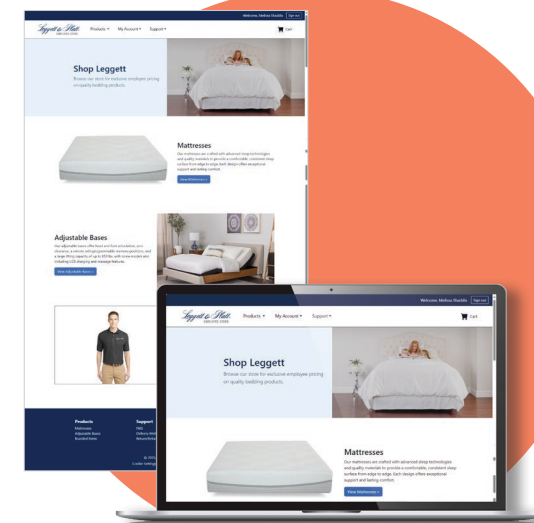
For Bedding, a new online store for Drift truck mattresses is scheduled to launch in the 4th quarter. The store will integrate with Enterprise Resources Planning (ERP), tax software, and payment providers to support order tracking, invoicing, and customer service. These changes are intended to simplify the buying process and improve transparency across the supply chain. Additionally, Bedding is developing a B2B Retailer Portal allowing retailers to access, order, and learn about many of our bedding products.

The Flooring group also has a B2B e-commerce initiative. Many of its smaller customers must work through salespeople to manually place orders. IT is working with the team to understand current workflows and identify self-service solutions that align with their needs. This hands-on approach helps maintain competitiveness and ensures that technological solutions are tailored to real-world needs.

### Looking Ahead

Across all these efforts, the human impact is clear. IT work is not just building systems, it is building trust. By focusing on usability, efficiency, and customer experience, our teams are helping L&P grow in ways that are sustainable and people-focused.

As Leggett & Platt continues to expand its e-commerce capabilities, the goal within IT remains the same: to support the business, empower our teams, and deliver exceptional experiences to every customer and partner. In a digital world, putting people first is what sets us apart.



A screen image of the updated L&P Employee Store

## Expanding Our Global Footprint: Home Furniture Opens Branch in Vietnam

Leggett & Platt Home Furniture recently expanded operations into Bàu Bàng, Vietnam, marking a significant step in broadening our global manufacturing footprint. This achievement was the result of extraordinary teamwork, with leaders and teams across functions and continents working together to make the opening possible.

To kick off this project, our teams collaborated on essential foundational steps. Corporate Legal navigated Vietnam's business environment and cultural landscape, while local affiliates, including Carl Huang, Vice President of Operations Asia, and his team, supported banking, licensing, and documentation. These efforts ensured the branch had the legal and operational framework to move forward.

With the groundwork in place, Carl, along with HR partners from the LP Jiaying China Facility, Finance, IT, Human Resources, and the new Bàu Bàng branch manager, Rex Nguyen, worked together daily to establish the branch's schedule, staff recruitment, and employee and Environmental Health and Safety (EHS) training plans. Adam Speck, Director of Strategic Procurement, and Michael Sun, Purchasing Director of LPJX, led the equipment procurement process. Adam traveled to Vietnam for seven consecutive months to provide hands-on leadership and support.

"Starting up an entity in a new country brought many challenges every day," said Adam. "To overcome these challenges, we needed to utilize one of Leggett's core values of putting people first. We did this by understanding the different cultures, listening to others' opinions, and building our personal relationships, which in the end led us to another one of our core values of doing great work together."

The team achieved a major production milestone in September with the successful operation of the paint line and the first batch of products passing quality inspections.

"This kind of effort couldn't be accomplished by one person, department, or business unit. It took a collaboration of hard-working, talented people," said Adam.



Outside the Leggett & Platt Home Furniture branch in Bàu Bàng



Opening Ceremony at the L&P Home Furniture branch in Bàu Bàng

Thanks to this teamwork, L&P Home Furniture's Bàu Bàng branch celebrated its opening ceremony on October 10 and officially commenced operations on October 14. This milestone reflects the dedication of our teams and their commitment to building strong relationships that not only put people first but also continue to grow our business worldwide.

"The Vietnam branch is a very important step in the future of our business," said Brooks Hamilton, President of Home Furniture. "I can't fully express how much I appreciate the team that put this together – so many more people than we can name here. Every person involved was instrumental in making this opening a success."