Leggett & Platt

Global Supplier Requirements Manual

Consolidated Draft for Domestic and International Suppliers

Prepared for External Supplier Distribution

Version 1.0 | October 2026

Document Owner	Global Procurement
Functional Owners	Global Trade Management, Quality, Logistics, EHSS/Sustainability, Legal, Accounts Payable
Applicability	All suppliers providing goods or services to Leggett & Platt, with specific requirements applied by supplier type, product, shipment mode, location, and purchase order.
Important Note	This manual does not supersede any contract, purchase order terms, quality agreement, product specification, customer requirement, or written instruction issued by Leggett & Platt.
Supplier Contact	Contact your Leggett & Platt buyer, Global Trade Management, Logistics, or other designated representative as applicable.

Contents

1. Introduction and Scope
2. Supplier Responsibilities
3. Ethics, Legal Compliance, and Sustainability
4. Supplier Qualification and Onboarding
5. Commercial Requirements
6. Supplier Change Notification
7. Documentation Requirements
8. Shipping, Logistics, and Delivery
9. Packaging, Labeling, and Marking
10. Quality and Product Compliance
11. Supplier Performance and Continuous Improvement
12. Business Continuity and Risk Management
13. Records Retention
14. Contacts and Communication Channels

Appendix A - Supplier Acknowledgement Form
Appendix B - International Supplier Documents Checklist
Appendix C - Incoterms Reference Guide
Appendix D - No-Charge Sample Invoice Guidance
Appendix E - Verified Gross Mass Guidance
Appendix F - Seven-Point Container Inspection Process
Appendix G - Minimum Supplier Quality Management System Expectations

Applicability Key

Tag	Meaning
All Suppliers	Requirement applies to all suppliers unless another written instruction states otherwise.
International Suppliers	Requirement applies to suppliers manufacturing, selling, exporting, or shipping product from outside the United States to L&P.
Domestic Suppliers	Requirement applies to shipments within the United States or as directed by the purchase order.
Direct Material Suppliers	Requirement applies to materials, components, products, packaging, or services that directly affect L&P finished goods or customer requirements.
As Applicable	Requirement applies when required by purchase order, product specification, customer requirement, regulation, business unit instruction, or shipment mode.

1. Introduction and Scope

Applicability: All Suppliers

This Global Supplier Requirements Manual establishes the minimum expectations for suppliers providing goods or services to Leggett & Platt, Incorporated and its affiliated businesses. The intent is to create one clear supplier-facing standard that applies to domestic and international suppliers, while identifying additional requirements that apply based on supplier location, shipment type, product category, customer requirements, or applicable law.

This manual is a resource to help suppliers understand and meet L&P expectations for quality, delivery, compliance, documentation, communication, packaging, logistics, sustainability, and continuous improvement. It is not intended to revise, replace, or supersede any purchase order, contract, supply agreement, non-disclosure agreement, product specification, quality agreement, customer requirement, or written instruction issued by L&P. If a conflict exists, the applicable contract, purchase order, specification, written instruction, or law controls.

1.1 Core Expectations

- Ship only goods or perform only services authorized by a valid L&P purchase order or written instruction.
- Provide products and services that conform to all applicable specifications, drawings, quality requirements, regulatory requirements, and customer requirements.
- Meet agreed delivery dates, communicate risks early, and support on-time and in-full performance.
- Maintain effective controls over quality, documentation, records, information security, packaging, labeling, shipping, and sub-tier supplier performance.
- Act ethically, comply with applicable laws, and support L&P social, environmental, health, safety, sustainability, and responsible sourcing expectations.

1.2 Supplier Quick Reference

Expectation	Supplier Action
Review and acknowledge POs	Confirm price, quantity, specifications, delivery, shipping terms, and exceptions promptly.
Communicate changes	Notify L&P before changes to product, process, manufacturing location, country of origin, ownership, banking, packaging, or shipping location.
Provide accurate documents	Ensure invoices, packing lists, bills of lading, commercial invoices, ASNs, declarations, and certifications match the PO and shipment.
Package and label correctly	Protect product during handling, transportation, storage, and distribution. Apply required labels and markings.
Maintain compliance records	Retain records and provide support documentation upon reasonable request.
Respond to issues	Cooperate with inspections, audits, corrective actions, chargeback reviews, and continuous improvement activities.

2. Supplier Responsibilities

Applicability: All Suppliers

Suppliers are responsible for understanding, communicating, and complying with all applicable requirements related to the goods or services they provide to L&P. Suppliers remain responsible for the performance and compliance of subcontractors, manufacturing partners, outsourced processes, and sub-tier suppliers used in support of L&P business.

- Maintain all licenses, permits, registrations, certifications, and authorizations required to legally operate and supply goods or services.
- Comply with applicable laws, regulations, standards, and governmental requirements in the countries where products are manufactured, exported, imported, sold, distributed, or used.

- Maintain adequate oversight of sub-tier suppliers and outsourced processes that may affect quality, compliance, delivery, customer requirements, supply continuity, or L&P reputation.
- Provide reasonable access to facilities, records, personnel, processes, and supporting documentation when requested by L&P for qualification, audit, compliance, corrective action, or performance review purposes.
- Promptly notify L&P of known or suspected risks that may affect product quality, regulatory compliance, customs compliance, shipment schedules, supply continuity, information security, or customer commitments.
- Access and review the Supplier Documents section of the company website.

2.1 Right of Access

L&P representatives or qualified third parties acting on behalf of L&P may conduct assessments, audits, documentation reviews, process reviews, quality evaluations, security reviews, or corrective action verification activities. Suppliers are expected to cooperate and provide reasonable access to relevant facilities, records, processes, systems, personnel, and sub-tier supplier information as appropriate.

3. Ethics, Legal Compliance, and Sustainability

Applicability: All Suppliers

L&P expects suppliers to operate ethically, responsibly, safely, and in compliance with applicable laws and regulations. Suppliers are expected to follow the L&P Supplier Code of Conduct and communicate equivalent expectations throughout their supply chains.

3.1 Supplier Code of Conduct

Suppliers must comply with the Leggett & Platt Supplier Code of Conduct and any related policies or requirements communicated by L&P. Failure to comply may result in corrective action, business review, termination of business relationship, or other remedies available to L&P.

3.2 Human Rights and Forced Labor

- L&P prohibits forced labor, prison labor, indentured labor, bonded labor, trafficked labor, child labor, and any form of involuntary labor in its supply chain.
- Suppliers must maintain processes designed to ensure compliance with applicable forced labor and human trafficking laws.
- Suppliers must conduct appropriate due diligence within their supply chains and maintain records supporting lawful sourcing and production.
- Suppliers must notify L&P immediately of known or suspected forced labor concerns related to products or services supplied to L&P.

3.3 Environmental, Health, Safety, and Sustainability

Suppliers are expected to conduct operations in a manner that protects workers, communities, and the environment. Suppliers must comply with applicable environmental, health, safety, and sustainability laws and regulations and support L&P requests for information related to sustainability, product stewardship, emissions, packaging, recycling, restricted substances, or customer-specific requirements.

- Maintain internal standards or management systems appropriate to the environmental, health, safety, and sustainability risks of the supplier's operations.
- Properly handle, store, transport, and dispose of hazardous materials, chemicals, waste, wastewater, emissions, and other regulated substances.
- Support data requests related to greenhouse gas emissions, energy, waste, water, recycled content, renewable content, restricted substances, or other sustainability reporting needs.
- Provide product or packaging certifications, certification numbers, safety data sheets, chemical disclosures, or customer-specific forms when requested.

3.4 Conflict Minerals and Responsible Materials

Suppliers must support L&P requests for information related to conflict minerals, responsible sourcing, material origin, and material disclosure requirements. Suppliers are expected to exercise reasonable due diligence within their supply chains and retain records needed to support applicable reporting requirements.

3.5 Cybersecurity and Information Protection

Suppliers are expected to maintain reasonable administrative, technical, and physical safeguards to protect L&P confidential information, product information, systems access, business records, and supply chain data. Suppliers must promptly notify L&P following the discovery of a cybersecurity incident that could reasonably impact L&P information, systems, products, operations, or supply chain activities.

4. Supplier Qualification and Onboarding

Applicability: All Suppliers, As Applicable

L&P maintains supplier qualification and onboarding processes to evaluate supplier capability, compliance, security, quality, operational readiness, and commercial suitability. Requirements may vary based on supplier type, spend, product criticality, regulatory exposure, shipment mode, customer requirements, and business risk.

4.1 Supplier Setup Requirements

- Provide complete and accurate company, tax, accounting, banking, contact, and operational information.
- Complete applicable supplier data forms, system onboarding tasks, supplier documents, and acknowledgements.
- Execute confidentiality or mutual non-disclosure agreements when required before exchanging confidential information.
- Acknowledge applicable purchase order terms, supplier documents, policies, and this manual.
- Disclose manufacturing, subcontracting, fulfillment, and shipping locations associated with L&P products when requested.

4.2 Supplier Assessments

L&P may assess suppliers prior to approval or periodically after approval. Assessments may include supplier self-assessments, on-site audits, remote documentation reviews, security surveys, quality system assessments, ESG or sustainability questionnaires, risk reviews, or third-party audits.

Assessment Considerations

Consideration	Possible Review Activity
New supplier qualification	New suppliers may be required to complete qualification steps before purchase order activity begins.
International supplier review	International suppliers may be required to complete Global Trade Management review, security survey, CTPAT-related review, manufacturing location disclosure, and documentation process training.
High-risk or critical suppliers	Suppliers may be subject to enhanced review based on product criticality, regulatory exposure, spend, quality history, supply continuity risk, or customer requirements.
Ongoing monitoring	Supplier status may be reviewed based on performance, corrective actions, change notifications, financial or operational risk, audit findings, or business needs.

4.3 Banking Information and Changes

Banking information must be submitted in the format requested by L&P. New banking instructions and changes to existing payment instructions may be subject to fraud-prevention verification. Suppliers are responsible for ensuring banking information is complete, accurate, current, and submitted early enough to avoid payment delays.

5. Commercial Requirements

Applicability: All Suppliers

5.1 Purchase Orders

L&P purchase orders are governed by the terms and conditions referenced on the purchase order, any applicable contract or supply agreement, and other written requirements issued by L&P. Suppliers must review each purchase order promptly and confirm the ability to meet pricing, quantity, specifications, delivery dates, purchase order terms, shipping requirements, freight terms, and other requirements.

- Any discrepancy, exception, conflict, or inability to meet requirements must be communicated to the appropriate L&P representative before shipment or performance.
- Acceptance of a purchase order, shipment of goods, or performance of services constitutes acceptance of applicable purchase order requirements unless otherwise agreed in writing.
- Suppliers must ship only authorized products and quantities. Samples, promotional items, substitutions, overages, or replacement materials must not be shipped unless authorized and properly documented.

5.2 Purchase Order Acknowledgement

Suppliers must acknowledge purchase orders and confirm scheduled ship dates when required by the buyer, system, purchase order, or business process. If requested delivery or shipment dates cannot be met, suppliers must immediately notify the appropriate L&P representative and work collaboratively to establish a revised plan.

5.3 Invoices, Credits, and Payment

Suppliers must submit invoices in a timely manner and in the format required by L&P. Invoices must match the purchase order, shipment, pricing, quantities, payment terms, and supporting documentation. Payment may be delayed if invoices or shipping documents are incomplete, inaccurate, inconsistent, late, or not aligned with purchase order requirements.

- The invoice date may not predate time of possession of goods and must be delivered to accounts payable with all required information for payment to be processed. Payment terms are based on the invoice date.
- Invoices must include supplier name and address, remit-to information, invoice number, invoice date, purchase order number, payment terms, item details, quantities, unit price, extended price, and packing list or shipment reference where applicable.
- Credit memos must be submitted as separate documents with unique credit memo numbers. Adjusting an original invoice without a separate credit document cannot be accepted.
- Statements, banking changes, and accounts payable questions must be directed to the appropriate L&P accounts payable contact or other contact identified by L&P.

6. Supplier Change Notification

Applicability: All Suppliers

Suppliers must provide advance written notice of any actual or proposed change that may affect product quality, regulatory compliance, customs compliance, country of origin, manufacturing location, supply continuity, commercial terms, packaging, logistics, security, or L&P requirements. Where requested by L&P, suppliers must obtain written approval before implementation.

Examples of Changes Requiring Notification

Change Type	Examples
Product or specification	Design, drawing, material, component, formulation, testing method, certification, labeling, or product compliance change.
Process or manufacturing	Manufacturing process, tooling, equipment, outsourced process, major subcontractor, production line, work transfer, or capacity change.
Location or origin	Manufacturing location, country of origin, shipping location, fulfillment location, subcontracting location, or supplier facility change.
Commercial or administrative	Supplier name, ownership, merger, acquisition, legal entity, banking information, payment instructions, Incoterm, or freight responsibility change.
Packaging or logistics	Packaging material, palletization, carton configuration, labeling, routing, booking process, or container loading change.
Risk or continuity	Labor disruption, operational disruption, cybersecurity incident, natural disaster, geopolitical event, financial distress, or other event that may affect supply continuity.

Failure to provide required notice or obtain required approval may result in shipment delays, customs issues, corrective actions, chargebacks, payment delays, shipment rejection, product recalls, or other business impacts.

7. Documentation Requirements

7.1 All Shipments

Applicability: All Suppliers

Complete, accurate, and timely documentation is required to support receiving, payment, inventory accuracy, transportation, customs clearance, quality verification, traceability, and customer commitments. Documentation must match the purchase order, shipment contents, product markings, packaging, and actual quantities shipped.

- All packing lists must identify the supplier, shipment date, L&P purchase order number, L&P item number, item description, unit of measure, quantity shipped, cartons or packages, lot number or date of manufacture where applicable, and backordered quantity if applicable.
- Packing lists must agree with shipment contents. For multi-container or multi-pallet shipments, contents should be clearly identified by container, pallet, carton, or packaging unit when required.
- Certificates of conformance, certificates of analysis, safety data sheets, inspection certificates, test reports, or product certifications must be provided when required by purchase order, specification, quality agreement, regulation, or L&P request.

7.2 Domestic Shipment Documentation

Applicability: Domestic Suppliers, As Applicable

Domestic shipments must include appropriate transportation and receiving documentation. Bills of lading, delivery orders, packing lists, and related documents must accurately reflect the goods shipped and be available to carriers and receiving locations as required.

- Bills of lading must include shipper and consignee information, pickup date, L&P purchase order number, freight description, quantities, weights, pallet or carton counts, hazardous material identification when applicable, carrier tracking number when assigned, seal number when applicable, and required signatures.
- Multiple purchase orders shipped on the same day to the same destination should be consolidated on one master bill of lading when practical and permitted.
- Delivery appointments may be required by the receiving L&P location. Suppliers and carriers must follow purchase order, routing guide, and facility-specific delivery instructions.

7.3 International Shipment Documentation

Applicability: International Suppliers

International suppliers must provide complete, accurate, and timely documentation to support customs clearance, payment processing, transportation, regulatory compliance, and shipment visibility. Documentation must be prepared in English unless otherwise instructed.

International Documentation Summary

Document	Minimum Requirement
Commercial invoice	Terms of sale, payment terms, purchase order numbers, part numbers, clear descriptions, delivery location, unit price, extended value, total shipment value, country of origin, product marking statement, manufacturer information, and required declarations.
Packing list	Purchase order numbers, part numbers, descriptions, transport document number, container and seal number, contents by container when applicable, quantity by line item, packaging unit numbers, total packages, net weight, and gross weight.
Transport document	Air waybill, sea waybill, bill of lading, carrier tracking, issue or onboard date, consignee, notify party, container and seal numbers, shipment references, and gross weight.
ASN or document submission	Suppliers using the ASN Supplier Portal must submit ASN documents as instructed. Suppliers not using the portal must submit commercial invoice, packing list, and transport document to the designated L&P documentation contact when goods leave the facility or as otherwise instructed.
Special declarations	Country of origin, wood packaging material, product marking, no-charge sample value, inspection certification, ISF information, VGM data, or other declarations as required.

7.4 Customs Documentation Accuracy

Suppliers are responsible for ensuring all documentation is complete, accurate, and consistent across commercial invoices, packing lists, transportation documents, certifications, declarations, ASNs, and purchase order information. Incomplete, inaccurate, or inconsistent documentation may result in customs holds, examinations, entry delays, demurrage, detention, storage charges, payment delays, corrective actions, chargebacks, or other costs.

8. Shipping, Logistics, and Delivery

8.1 General Shipping Requirements

Applicability: All Suppliers

Suppliers must properly package, label, load, secure, and document shipments to protect products, support safe transportation, and meet purchase order requirements. Suppliers must communicate shipment delays, quantity changes, material shortages, transportation issues, or other exceptions as soon as practical.

- Shipments must be loaded safely and secured to prevent damage during handling and transit.
- Shipments must not include unauthorized goods, undeclared goods, substitutions, or quantities inconsistent with the purchase order unless authorized by L&P.
- Additional costs caused by supplier non-compliance with routing, documentation, loading, packaging, or communication requirements may be subject to recovery through corrective action or chargeback processes.

8.2 Domestic Routing

Applicability: Domestic Suppliers, As Applicable

Suppliers must follow the freight terms and shipping instructions stated on the purchase order. When L&P is responsible for freight, suppliers must follow L&P routing guide, buyer instructions, parcel account instructions, and carrier requirements. The L&P routing guide is updated periodically. It is the responsibility of the supplier to ensure correct carriers are selected for shipment. Full truckload arrangements where L&P is responsible for freight must be coordinated with the appropriate L&P representative.

8.3 International Booking and Logistics

Applicability: International Suppliers

International shipments moving under L&P-managed transportation must follow booking and documentation instructions issued by L&P Logistics, Global Trade Management, the designated forwarder, or the purchase order. Ocean shipment bookings may be processed through designated systems such as E2OPEN when instructed by L&P.

- Submit shipment release or booking requests within the timeframe instructed by L&P, preferably early enough to support planning, capacity, and delivery requirements.
- Coordinate with forwarders on cargo acceptance, cutoff dates, container availability, and documentation timelines.
- Air freight, expedited freight, and use of L&P air freight accounts require prior authorization. Unauthorized premium freight may result in chargebacks.
- Suppliers using supplier-managed transportation must provide required import security, documentation, and transportation information within required timelines.

8.4 Container Loading and Inspection

Applicability: International Suppliers, As Applicable

For full-container-load shipments, suppliers are responsible for maximizing container utilization while loading cargo safely and securely. Suppliers must inspect containers before loading and reject containers that present security, safety, contamination, water intrusion, odor, pest, structural, or product-quality concerns.

- Distribute weight evenly throughout the container.
- Block, brace, and secure cargo to prevent movement during handling and transit.
- Avoid overweight, front-heavy, back-heavy, or axle-loading conditions that may require reloading or create additional cost.
- Apply high-security seals to U.S.-bound full container loads whenever permitted by local laws and operational conditions.
- Record container and seal numbers accurately on required shipping documentation.

8.5 Shipment Consolidation and Utilization

L&P may request reasonable shipment consolidation to improve transportation efficiency, increase container utilization, reduce logistics cost, and improve supply chain performance. Suppliers are expected to cooperate with consolidation requests when operationally feasible.

9. Packaging, Labeling, and Marking

Applicability: All Suppliers, As Applicable

Products must be packaged to prevent damage during normal handling, transportation, receiving, storage, production use, and distribution. Packaging, pallets, labels, cartons, and markings must comply with product specifications, purchase order requirements, regulatory requirements, customer requirements, and written instructions issued by L&P.

9.1 General Carton Labeling

Where corrugated cartons or similar packaging are used, labels should be clear, legible, durable, and positioned consistently. Unless otherwise instructed, labels should identify L&P purchase order number, L&P item number, item description, quantity, supplier name, supplier item number, lot number or date of manufacture, and gross weight or other required handling information.

9.2 Pallet and Load Requirements

- Pallets must be in good condition and free of loose nails, damaged stringers, broken decking, contamination, or other issues that may create safety or product risk.
- Unless otherwise agreed in writing, pallet, packaging, and handling costs must be included in the quoted product price and may not be invoiced as separate charges.
- Only one item number should be placed on a pallet unless mixed pallets are approved. Mixed pallets must be clearly labeled.
- Palletized shipments must be stretched wrapped, banded, or otherwise secured to prevent movement during transportation, handling, and storage.

9.3 Product-Specific Packaging

Certain products, product categories, customers, or business units may require product-specific packaging, labeling, barcoding, carton strength, pallet configuration, dunnage, or handling instructions. Suppliers must follow all applicable product specifications and written instructions.

9.4 International Country-of-Origin Marking

Applicability: International Suppliers

All merchandise shipped under an L&P purchase order that is imported into the United States must be conspicuously, legibly, and permanently marked in English with the country of origin unless an exception applies. Country-of-origin information must be accurate and consistent across product markings, commercial invoices, packing lists, ASNs, certifications, and other shipment documentation.

9.5 Hazardous Materials and Safety Data Sheets

Suppliers shipping hazardous materials or regulated substances must prepare, package, mark, label, document, and ship those materials in accordance with applicable laws and regulations. Safety data sheets, hazard communication information, and special handling instructions must be provided when required by law, purchase order, product specification, or L&P request.

10. Quality and Product Compliance

Applicability: All Suppliers, Direct Material Suppliers, As Applicable

Suppliers are responsible for delivering products and services that conform to all applicable specifications, drawings, engineering requirements, quality standards, regulations, purchase order requirements, and customer requirements. L&P expects suppliers to support continuous improvement, variation reduction, process control, cost effectiveness, and defect prevention.

10.1 Quality Management System

Suppliers are expected to maintain a quality management system appropriate to the products or services provided. ISO 9001 certification is preferred for direct material, product-critical, or high-risk suppliers, but L&P may accept equivalent quality controls based on supplier type, risk, and business requirements.

10.2 Product Certifications and Regulatory Compliance

Suppliers must obtain and retain certifications, test results, declarations, certificates of conformance, certificates of analysis, product approvals, safety documentation, and regulatory compliance records required by product specifications, purchase orders, customer requirements, or applicable law. Documentation must be provided promptly upon request.

- Product compliance may include product safety, restricted substances, environmental compliance, labeling, testing, packaging regulations, conflict minerals, EPA TSCA Title VI, CARB, California Proposition 65, CPSA, CPSIA, TPCH, or other product-specific requirements.
- Suppliers must promptly notify L&P of any product safety issue, regulatory action, recall, testing failure, compliance issue, certification loss, or customer issue affecting products supplied to L&P.

10.3 New Product Approval and First Article Requirements

Direct materials and certain indirect materials used to support product packaging or manufacturing may require trial, qualification, first article approval, or other approval before full production shipment. Suppliers must complete all approval requirements identified by L&P before shipping full production volumes.

10.4 Traceability

Suppliers must maintain sufficient traceability to support containment, quality analysis, compliance review, and customer requirements. Products, raw materials, samples, cartons, and shipment documentation must identify supplier name, L&P product description or part number, lot number, date of manufacture, or other required traceability information where applicable.

10.5 Receiving Inspection and Nonconforming Product

L&P may inspect, test, or verify incoming product. Regardless of whether product is inspected at receiving, suppliers remain responsible for conformance to all applicable requirements. Nonconforming product, packaging, documentation, or shipments may be rejected, held, returned, sorted, reworked, scrapped, or otherwise dispositioned at L&P discretion.

10.6 Supplier Corrective Action Requests

L&P may issue Supplier Corrective Action Requests to address quality, delivery, documentation, transportation, packaging, security, compliance, or other supplier-related issues. Suppliers must investigate the issue, identify root cause, implement effective corrective and preventive action, and respond within the timeframe specified by L&P.

Typical SCAR Response Timing

Step	Target Timing
SCAR acknowledgement	Within 24 hours or as otherwise instructed.
Containment	Within 48 hours or as required based on risk.
Root cause and corrective action plan	Within 15 business days unless otherwise agreed.
Corrective action implementation	Within 30 business days, unless scope requires an approved extension.

10.7 Chargebacks and Cost Recovery

Suppliers may be responsible for costs incurred by L&P when an issue is determined to be supplier-caused. Examples include rework, repair, inspection, sorting, scrap, customer returns, premium freight, production disruption, overtime, packaging replacement, documentation correction, customs charges, demurrage, detention, storage, audit costs, or other costs resulting from supplier non-compliance.

10.8 Engineering Change Requests

Suppliers are encouraged to identify opportunities for product improvement, cost reduction, quality enhancement, sustainability, and operational efficiency. However, proposed changes to products, materials, processes, packaging, components, services, or specifications must be reviewed and approved through the applicable L&P process before implementation.

11. Supplier Performance and Continuous Improvement

Applicability: All Suppliers

L&P values suppliers that support reliable, compliant, and efficient supply chain operations. Supplier performance may be evaluated through scorecards, reviews, corrective actions, audits, assessments, business reviews, customer feedback, and internal performance metrics.

Supplier Performance Areas

Area	Evaluation Focus
Quality	Conformance to technical, regulatory, customer, packaging, documentation, and product requirements.
Delivery	On-time shipment, on-time delivery, schedule adherence, fulfillment, and proactive delay communication.
Documentation	Accuracy, completeness, timeliness, consistency, and compliance with domestic or international documentation requirements.
Cost and commercial support	Quotation accuracy, price management, productivity support, chargeback avoidance, and commercial responsiveness.
Compliance	Trade, customs, product, ethics, sustainability, security, and legal compliance support.
Responsiveness	Timely response to requests, corrective actions, documentation needs, audits, and supply continuity issues.
Continuous improvement	Demonstrated efforts to reduce defects, risk, waste, cost, lead time, emissions, and supply chain disruption.

L&P may adjust supplier performance metrics, scoring, review frequency, and corrective action requirements at its discretion based on business needs, supplier risk, performance history, customer requirements, or regulatory obligations.

12. Business Continuity and Risk Management

Applicability: All Suppliers

Suppliers are expected to maintain plans and processes to support continuity of operations and minimize disruptions to L&P. Suppliers must evaluate and manage risks that could affect their ability to meet purchase order commitments, product requirements, shipment schedules, regulatory compliance, or customer expectations.

- Natural disasters, severe weather, fires, floods, earthquakes, or other facility disruptions.
- Utility outages, equipment failures, labor disruptions, workforce shortages, or operational interruptions.
- Transportation interruptions, port congestion, carrier capacity issues, customs holds, geopolitical events, sanctions, or trade disruptions.
- Cybersecurity incidents, system outages, data compromise, or loss of access to critical systems.
- Sub-tier supplier disruption, material shortages, raw material constraints, or financial distress.

Suppliers must promptly notify L&P of any event that may significantly impact production, shipment schedules, supply continuity, regulatory compliance, product quality, or customer commitments.

13. Records Retention

Applicability: All Suppliers

Suppliers must maintain records supporting purchase orders, invoices, packing lists, transportation documents, country-of-origin determinations, certifications, declarations, inspection results, traceability, product approvals, quality records, and other documents associated with L&P business for a minimum of five years, or longer if required by applicable law, contract, customer requirement, product-specific regulation, or written instruction from L&P. Records must be made available to L&P upon reasonable request.

14. Contacts and Communication Channels

Applicability: All Suppliers

Suppliers should direct questions to the appropriate L&P representative based on the subject matter. If there is uncertainty, suppliers should contact their L&P buyer or designated procurement representative for direction.

Communication Guide

Topic	Primary Contact
Purchase orders, pricing, delivery commitments	L&P buyer or procurement representative
International trade, customs, country of origin, import documentation	Global Trade Management, currently contacted through LPGS@leggett.com or other contact provided by L&P
International transportation and bookings	L&P Logistics 0S00_TSgapaclogistics@leggett.com
Invoices, payment, credits, AP questions	Lpapcentral@leggett.com
Quality issues, specifications, SCARs, product approval	L&P quality, engineering, buyer, or business unit contact
Sustainability, EHSS, product stewardship, restricted substances	L&P EHSS, sustainability, legal, quality, or procurement representative as applicable

Appendix A - Supplier Acknowledgement Form

Supplier acknowledges receipt of the Leggett & Platt Global Supplier Requirements Manual and agrees to comply with applicable requirements as outlined in this manual, purchase orders, specifications, contracts, written instructions, and applicable law.

Supplier Legal Name	_____
Authorized Representative	_____
Title	_____
Email / Phone	_____
Signature	_____
Date	_____
Comments / Exceptions	_____

Appendix B - International Supplier Documents Checklist

Applicability: International Suppliers

Document	Checklist
Commercial invoice	Terms of sale, payment terms, PO number, item number, clear description, delivery location, unit price, extended value, total value, country of origin, product marking statement, manufacturer name and address, no-charge item value, and required declarations.
Packing list	PO number, item number, description, transport document number, container number, seal number, contents by container, quantities, carton or package numbers, total packages, net weight, and gross weight.

Document	Checklist
Transport document	Waybill, bill of lading, air waybill, tracking number, onboard or issue date, consignee, notify party, also notify party, container and seal numbers, references, and gross weight.
Document submission	Submit required documents to the designated L&P documentation contact when goods leave the facility or as instructed. Include supplier name, ASN number or branch number, and waybill number in the subject line where required.
Declarations	Country of origin, wood packaging material, product marking, inspection certificate when requested, and no-charge sample valuation when applicable.

Appendix C - Incoterms Reference Guide

Applicability: International Suppliers

Incoterms 2020 should be used for international purchasing transactions when applicable. The agreed Incoterm must be identified on quotations, supplier agreements, and purchase orders. Incoterms establish responsibilities for delivery, transportation, transfer of risk, and import/export obligations. Suppliers must not assume responsibility for transportation, customs clearance, duties, taxes, or other trade-related activities on behalf of L&P unless specifically authorized in writing.

Term	Summary
FOB - Free on Board	Supplier prepares, packages, export clears, and delivers goods to the named port of shipment. Risk transfers when goods are loaded aboard the vessel. L&P generally manages ocean transportation, import clearance, duties, taxes, and inland transportation after risk transfer.
EXW - Ex Works	Supplier makes goods available at the agreed location and is responsible for packaging. L&P assumes transportation responsibility from point of availability unless otherwise instructed. Export and import formalities are handled as specified by the purchase order and applicable law.
Other Incoterms	Any proposed use of Incoterms other than L&P preferred terms should be reviewed with Global Trade Management and the appropriate L&P procurement representative before purchase order issuance.

Appendix D - No-Charge Sample Invoice Guidance

Applicability: International Suppliers, As Applicable

Sample shipments must be supported by a commercial invoice reflecting the fair market value of the goods for customs purposes, even when products are provided at no charge. The invoice should clearly indicate that products are supplied free of charge and that values are declared for customs purposes only.

Recommended statement: Samples are provided free of charge. Values are declared for customs purposes only.

Sample Invoice Illustration

Field	Example
Item	ABC Sample
Quantity	3
Declared unit value	USD 10.00
Declared amount	USD 30.00
Less samples provided free of charge	(USD 30.00)
Net due	USD 0.00

Appendix E - Verified Gross Mass Guidance

Applicability: International Suppliers, Ocean Shipments

For ocean shipments, the shipper identified on the transportation document is responsible for complying with applicable Verified Gross Mass requirements. Containers without valid VGM may be rejected by carriers or terminals and may not be loaded aboard the vessel.

- Determine accurate VGM using an approved method permitted by local regulation.
- Submit VGM information before carrier and terminal cutoff deadlines.
- Retain supporting documentation when required.
- Promptly communicate corrections or discrepancies to L&P Logistics and service providers.
- Costs resulting from late, inaccurate, or missing VGM information may be subject to chargeback.

Appendix F - Seven-Point Container Inspection Process

Applicability: International Suppliers, Full Container Load Shipments

Suppliers should maintain procedures for inspecting empty containers before loading. The seven-point inspection process is a recognized best practice for verifying container suitability and security before export shipments are loaded.

Inspection Area	What to Check
1. Front wall	Inspect for holes, cracks, water intrusion, hidden compartments, repairs, or signs of tampering.
2. Left side	Inspect for damage, punctures, unusual repairs, contamination, residue, or hidden compartments.
3. Right side	Inspect structural integrity, repairs, unauthorized modifications, or tampering.
4. Floor	Inspect for broken boards, moisture, sharp objects, contamination, hidden compartments, or weak areas.
5. Ceiling / roof	Inspect for holes, punctures, repair patches, water intrusion, and light penetration.
6. Doors	Inspect door panels, hinges, locking mechanisms, gaskets, seals, and ability to secure high-security seal.
7. Undercarriage	Inspect for structural damage, hidden compartments, missing components, or evidence of tampering.

Containers should not be loaded when inspection identifies structural damage, contamination, unauthorized modifications, water intrusion risk, security concerns, pest activity, odors, chemicals, or conditions preventing proper sealing.

Appendix G - Minimum Supplier Quality Management System Expectations

Applicability: Direct Material Suppliers, As Applicable

Suppliers should maintain quality controls appropriate to the products and services supplied. The following expectations may be used by L&P to evaluate supplier quality capability based on product risk, business need, customer requirement, and regulatory exposure.

QMS Element	Expectation
Quality leadership	Management commitment, measurable quality objectives, customer focus, compliance awareness, and continuous improvement.
Resource management	Adequate people, facilities, equipment, systems, measurement resources, training, competence, and documentation controls.
Operations control	Defined product and process requirements, acceptance criteria, process controls, release controls, traceability, preservation, packaging, storage, and change control.

QMS Element	Expectation
Supplier and outsourced process control	Controls over sub-tier suppliers and outsourced processes that may affect L&P requirements.
Communication	Clear communication of product information, order changes, customer feedback, complaints, handling of L&P property, and requirement clarification.
Nonconforming output control	Identification, containment, correction, disposition, approval, documentation, and prevention of unintended use or delivery of nonconforming product.
Corrective action	Root cause analysis, corrective action, preventive action, effectiveness verification, and retained records.