Third Quarter 2025 Summary Financial Information, Tariff Overview and Restructuring Update

October 27, 2025

Forward-Looking Statements

Statements in this presentation that are not historical in nature are “forward-looking.” These statements are identified by their context or by use of words such as “estimate,” “expect,” “guidance,” “plan,” “seek,” or the like. These statements include, but are not limited to, guidance; sales, adjusted EPS; operating cash flow; implied adjusted EBIT margin; depreciation and amortization; net interest expense; tax rate; diluted shares; capital expenditures; acquisitions; share repurchases; demand; volume; raw-material-related price increases; currency benefit; amount by which divestitures result in sales reductions; the competitiveness of our southeast Asian production facility; impact of tariffs; tariff mitigation; new customer opportunities; identification of alternative sources for materials impacted by tariffs; ability to shift production to take advantage of our global footprint; ability to pass along price increases; inventory management; net positive impact of tariffs; timing of Specialty Foam consolidation and Phase 2 of Flooring Products restructuring; Restructuring Plan, including 2025 incremental estimates, 2025 run rate estimates, full plan run rate estimates, 2025 estimates, and total plan estimates. All forward-looking statements are qualified by cautionary statements described in this provision and should not be relied upon as a prediction of actual future events or results. We do not have, and do not undertake, any duty to update any forward-looking statement. Any forward-looking statement reflects only the beliefs of Leggett at the time the statement is made and is subject to risks and uncertainties which might cause actual events or results to differ materially from the forward-looking statements. These risks and uncertainties include: tariff-related cost increases and demand impacts, and changes to the reciprocal tariff exemption for USMCA compliant products; regarding the Restructuring Plan (the “Plan”), the possibility that estimates may change, our ability to timely implement the Plan or receive anticipated benefits and expected proceeds from real estate sales, and the impact on employees, customers and vendors; our ability to accurately forecast sales and earnings; the adverse impact on our sales, earnings, liquidity, margins, cash flow, costs, and financial condition caused by: global inflationary and deflationary impacts; product demand; consumer confidence; impairment of goodwill and long-lived assets; commercial paper and debt market access and increased borrowing costs due to credit rating changes, and our ability to reduce or maintain current debt levels; credit facility access and covenant compliance; supply chain shortages and disruptions; our ability to manage working capital; our customers’ inability to pay us and take delivery of previously ordered inventory; price and product competition; our market share in goods and services we sell or provide; cost of raw materials; cash repatriation from foreign accounts; enforcement of antidumping and countervailing duties; our ability to pass along cost increases through increased selling prices; competitive price and product pressures from competitors; disruption of the semiconductor industry and our global operations due to conflict between countries and evolving export controls our ability to maintain profit margins if customers change the quantity or mix of our products; political risk, legal and regulatory changes (including trade laws); realization of deferred tax assets and challenges to tax positions; foreign operating risks; cybersecurity incidents; unauthorized use of artificial intelligence; the functioning of our internal business processes and information systems through technology failures; customer losses and insolvencies; disruption to our steel rod mill or wire mills and other operations; development of commercially viable and innovative products; foreign currency fluctuation; litigation risks; climate change and sustainability-related risks and costs; continuation of cash dividends on our common stock; privacy and data protection-related risks; pension settlement charges; and other risk factors in Leggett’s most recent Form 10-K and Form 10-Q.

Financial Summary

Q3 2025 Overview

- Sales of $1.0 billion, a 6% decrease year-over-year
  - Volume was down 6%
  - Raw material-related price increases and currency benefit increased sales 2%
  - Divestitures decreased sales 2%
- Adjusted[1] EBIT of $73 million, down $3 million (-4%) year-over-year
- Adjusted[1] EBIT margin of 7.0%, up 10 bps year-over-year
- Adjusted[1] EPS of $0.29, down $0.03 year-over-year
- Operating cash flow of $126 million, up $30 million year-over-year
- Reaffirmed the midpoint of 2025 sales and adjusted EPS guidance; narrowed guidance range
  - Sales: $4.0–$4.1 billion
  - Adjusted EPS: $1.00–$1.10
  - Operating cash flow: ~$300 million

[1] See slides 5 and 32 for calculation of adjusted EBIT, adjusted EBIT margin, and adjusted EPS

Q3 2025 Financial Highlights

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$'s in millions (except EPS)	Reported Q3-25	Adj.[1]	Adj.[1] Q3-25	Reported Q3-24	Adj.[1]	Adj.[1] Q3-24	Change
Sales	$1,036		$1,036	$1,102		$1,102	(6%)
EBIT	171	(98)	73	78	(2)	76	(4%)
EBIT Margin	16.5%		7.0%	7.1%		6.9%	10 bps
EPS	0.91	(0.62)	0.29	0.33	(0.01)	0.32	(9%)
Cash from Operations	126		126	95		95	32%
EBITDA	201	(98)	102	114	(2)	112	(9%)
EBITDA margin	19.3%		9.9%	10.4%		10.2%	(30 bps)

[1] See slide 32 for non-GAAP adjustments

Q3 2025 Sales & Adjusted EBIT Bridge

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Sales:	$'s in millions	% change
Q3 2024	$1,102	
Divestitures	(21)	(2%)
Adjusted Q3 2024 Sales	$1,081	
Approx volume decrease	(64)	(6%)
Approx raw material-related pricing and currency impact	20	2%
Organic Sales	(44)	(4%)
Acquisitions	—	—%
Q3 2025	**$1,036**	**(6%)**

Adjusted EBIT [1,2]:		Margin
Q3 2024	$76	6.9%
Primarily from lower volume partially offset by metal margin expansion in trade rod and restructuring benefit	(3)	
Q3 2025	**$73**	**7.0%**

[1] See slide 5 for calculation of adjusted EBIT and adjusted EBIT margin

[2] Calculations impacted by rounding

Q3 2025 Earnings

$'s in millions [1] (except EPS)	Reported Q3-25	Adj.[2]	Adj.[2] Q3-25	Reported Q3-24	Adj.[2]	Adj.[2] Q3-24	Change
EBIT	$171	($98)	$73	$78	($2)	$76	(4%)
Net interest	17		17	20		20	
Pre-tax earnings	154	(98)	56	58	(2)	56	—%
Income taxes	27	(11)	16	13	(1)	12	
Tax rate			*28.3%*			*22.1%*	
Net earnings	127	(87)	40	45	(1)	44	(8%)
Noncontrolling interests	—		—	—		—	
Net earnings attributable to L&P	127	(87)	40	45	(1)	44	(8%)
EPS	$0.91	($0.62)	$0.29	$0.33	($0.01)	$0.32	(9%)

[1] Calculations impacted by rounding
[2] See slide 32 for non-GAAP adjustments

Adjusted Working Capital

$'s in millions [1]	9/30 2025	6/30 2025	9/30 2024
Cash & equivalents	$461	$369	$277
Accounts receivable, net	568	577	638
Inventories, net	634	649	754
Other current assets	46	148	65
Total current assets	**1,709**	**1,743**	**1,735**
Current debt maturities	(1)	(1)	(301)
Current operating lease liabilities	(46)	(51)	(54)
Accounts payable	(485)	(468)	(516)
Accrued and other current liabilities	(261)	(282)	(301)
Total current liabilities	**(794)**	**(802)**	**(1,172)**
Working capital	**915**	**940**	**563**
% of annualized sales [2, 3]	22.1%	22.2%	12.8%
W/C, excl. cash & current debt/lease	**502**	**624**	**640**
% of annualized sales [2, 4]	*12.1%*	*14.7%*	*14.5%*

[1] Calculations impacted by rounding
[2] *Annualized sales: 3Q25: $1,036x4=$4,146; 2Q25: $1,058x4=$4,232; 3Q24: $1,102x4=$4,407*
[3] Excluding Aerospace, on a pro forma basis, the ratio is higher by 0.6%
[4] Excluding Aerospace, on a pro forma basis, the ratio is higher by 0.3%

Net Debt to Adjusted EBITDA

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$'s in millions	9/30 2025	6/30 2025	9/30 2024
Long-term debt	$1,496	$1,792	$1,578
Current maturities	1	1	301
Total debt	1,497	1,794	1,879
Less: Cash & equivalents	(461)	(369)	(277)
Net debt	**1,037**	**1,425**	**1,602**
EBIT, trailing 12 months	368	275	(840)
Depreciation & amortization	125	132	147
EBITDA	493	407	(694)
Non-GAAP adjustments (pretax) [1]	(98)	(1)	1,117
Adjusted EBITDA[1], trailing 12 months	**395**	**406**	**424**
Net debt to 12-month adjusted EBITDA [2, 3]	**2.6x**	**3.5x**	**3.8x**

[1] 9/30/2025 Non-GAAP adjustments include $30 restructuring charges, ($87) gain on sale of Aerospace Products Group, ($28) gain on sale of real estate, and ($13) gain from net insurance proceeds; 6/30/25 Non-GAAP adjustments include $38 restructuring charges, $1 goodwill impairment charges, and ($40) gain on sale of real estate; 9/30/24 Non-GAAP adjustments include $675 goodwill impairment, $444 long-lived asset impairment, $34 restructuring charges, $4 CEO transition composition costs, ($33) gain on sale of real estate, and ($7) gain from net insurance proceeds. For additional non-GAAP reconciliation information, see page 8 of the press release.

[2] Calculated differently than the Company's credit facility covenant ratio.

[3] Excluding Aerospace, on a pro forma basis, the ratio is higher by 0.3x

Cash Flow

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$'s in millions [1]	3rd Qtr		YTD	
	2025	2024	2025	2024
Net earnings	$127	$45	$210	($526)
D&A	29	36	91	102
Impairment, write-offs & other	6	5	17	712
Other non-cash [2]	(100)	(24)	(117)	(76)
Changes in working capital:				
Accounts receivable	8	27	(11)	(14)
Inventory	6	5	24	41
Other current assets	6	(2)	4	(5)
Accounts payable	10	(13)	(5)	(21)
Other current liabilities	34	16	3	(30)
Cash from operations	**126**	**95**	**217**	**183**
Capital expenditures	16	18	38	60
Acquisitions	—	—	—	—
Dividends	7	7	20	130
Share repurchases (issuances), net	—	—	2	5
Proceeds from asset and business sales [3]	294	17	323	41
Additions (repayments) of debt, net	(300)	(122)	(377)	(110)

[1] Calculations impacted by rounding
[2] 2025 includes ($87) gain on sale of Aerospace Products Group
[3] 2025 includes $276 proceeds from sale of Aerospace Products Group

YTD 2025 Financial Highlights

$'s in millions (except EPS)	Reported 2025	Adj.[1]	Adj.[1] 2025	Reported 2024	Adj.[1]	Adj.[1] 2024	Change
Sales	$3,117		$3,117	$3,327		$3,327	(6%)
EBIT	324	(109)	215	(474)	684	211	2%
EBIT Margin	10.4%		6.9%	(14.2%)		6.3%	60 bps
EPS	1.51	(0.68)	0.83	(3.83)	4.67	0.84	(1%)
Cash from Operations	217		217	183		183	18%
EBITDA	415	(109)	306	(372)	684	313	(2%)
EBITDA margin	13.3%		9.8%	(11.2%)		9.4%	40 bps

[1] See slide 32 for non-GAAP adjustments

YTD 2025 Sales & Adjusted EBIT Bridge

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Sales:	$'s in millions	% change
YTD 2024	$3,327	
Divestitures	(28)	(<1%)
Adjusted YTD 2024 Sales	$3,299	
Approx volume decrease	(190)	(6%)
Approx raw material-related pricing and currency impact	7	0%
Organic Sales	(183)	(6%)
Acquisitions	—	—%
YTD 2025	**$3,117**	**(6%)**

Adjusted EBIT [1]:		Margin
YTD 2024	$211	6.3%
Primarily from metal margin expansion, restructuring benefit, and disciplined cost management partially offset by lower volume	4	
YTD 2025	**$215**	**6.9%**

[1] See slide 11 for calculation of adjusted EBIT and adjusted EBIT margin

YTD 2025 Earnings

$'s in millions [1] (except EPS)	Reported 2025	Adj. [2]	Adj.[2] 2025	Reported 2024	Adj. [2]	Adj.[2] 2024	Change
EBIT	$324	($109)	$215	($474)	$684	$211	2%
Net interest	53		53	61		61	
Pre-tax earnings	271	(109)	162	(534)	684	150	8%
Income taxes	61	(14)	47	(9)	43	35	
Tax rate			*29.2%*			*23.2%*	
Net earnings	210	(96)	114	(526)	641	115	(1%)
Noncontrolling interests	—		—	—		—	
Net earnings attributable to L&P	210	(96)	114	(526)	641	115	(1%)
EPS	$1.51	($0.68)	$0.83	($3.83)	$4.67	$0.84	(1%)

[1] Calculations impacted by rounding
[2] See slide 32 for non-GAAP adjustments

Reaffirmed 2025 Sales and Adj. EPS Guidance; Narrowed Guidance Range

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- **Sales: $4.0–$4.1 billion, down 6% to 9% versus 2024 (vs prior guidance of $3.9–$4.2 billion)**
  - Expect demand to remain pressured due to economic uncertainty and restructuring-related sales attrition
  - Volume is expected to be down mid to high single digits
  - Volume at the midpoint:
    - Down mid-teens in Bedding Products segment
    - Down mid-single digits in Specialized Products segment
    - Down low single digits in Furniture, Flooring & Textile Products segment
  - Raw material-related price increases and currency benefit is expected to be up low single digits
  - Divestitures to reduce sales 2%
- **Adjusted EPS: $1.00–$1.10 (vs prior guidance of $0.95–$1.15)**
  - At the midpoint, flat versus 2024 due primarily to metal margin expansion and restructuring benefit offset by lower volume
- **Implied adjusted EBIT margin of 6.4%– 6.6% (vs prior guidance of 6.3%–6.7%)**

2025 Guidance (continued)

- Depreciation and amortization ~$120 million (vs ~$125 million)
- Net interest expense ~$65 million
- Tax rate ~27% (vs ~26%)
- Diluted shares ~140 million (vs ~139 million)
- Operating cash flow ~$300 million (vs $275–$325 million)
- Cap-ex $60–$70 million (vs $80–$90 million)
- Minimal acquisitions and share repurchases

Tariff Overview

Tariff Impacts

Work Furniture
- Limited sourcing exposure and sales from foreign locations into U.S.
- Opportunities to serve customers desiring domestically-produced finished furniture and components

Textiles
- Significant global sourcing with ability to resource to lowest total cost regions
- Well positioned to serve customers that may face supply disruption from their existing vendors

Flooring
- Mainly domestic business with immaterial exposure to imported raw materials

Automotive
- Largest indirect exposure; limited direct exposure
- Expect further disruption and reduced demand as additional tariffs are implemented

Home Furniture
- Meaningful disruptions in early Q2 that normalized with the delay of tariffs
- Established SE Asian production to be at par with competitors and reduce impacts from tariffs

\+ —

Rod & Wire
- Domestic steel tariffs have led to expanded metal margins which are a benefit to us
- Seeking opportunities to serve new customers

US Spring
- We are strategically positioned to take on new customers shifting from imports
- Competitive pressure from low-cost imports remains high due to evolving tariff strategies

Specialty Foam
- Limited exposure on imported chemicals; currently excluded from tariffs
- Identifying alternative sources for materials most impacted by tariffs

Hydraulic Cylinders
- Impacts on sourcing intercompany product from India; evaluating shifting production to other locations
- Domestic production provides an advantage vs some competitors

Adjustable Bed
- Significant sourcing exposure on imported finished product and components, including electronics from China
- Domestic product disadvantaged vs import competitors

* Tariff impacts do not include potential macroeconomic risks, including potential general reductions in consumer spending

Tariff Mitigation Strategy and Risks

Mitigation Strategies

- ✓ Sourcing product domestically or from alternative lowest total cost countries
- ✓ Shifting production to take advantage of our global footprint
- ✓ Passing along price increases where necessary
- ✓ Heightened sensitivity on inventory management

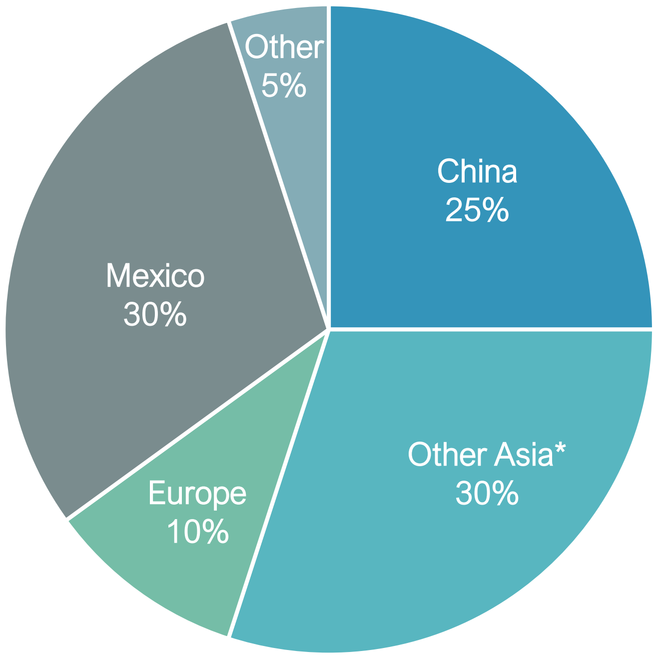
Potential Risks

- ↓ Rise in inflation in the near term
- ↓ Decline in consumer confidence
- ↓ Decrease in consumer demand
- ↓ Disruptions to global supply chains

Currently, we expect tariffs to be a net positive for Leggett

Foreign Direct Sourcing Exposure by Country

~$400m annual spend (prior to tariff implementation)



~60% of our trade sales are produced and consumed in the U.S.

* Other Asia includes Taiwan, India, & Vietnam

Restructuring Update

Restructuring Initiatives

YTD 2025 Progress

Bedding Products

- ✓ Divested a small U.S. machinery business
- ✓ Sold 2 properties
- ✓ Largely completed Specialty Foam restructuring
  - ✓ Consolidated 1 Specialty Foam production facility

Furniture, Flooring & Textile Products

- ✓ Completed Phase 1 and launched Phase 2 of Flooring Products restructuring
  - ✓ Consolidated 2 Flooring Products production facilities
- ✓ Sold 1 property

Specialized Products

- ✓ Continued implementation of manufacturing efficiency improvement activities in Hydraulic Cylinders
  - ✓ Right-sized our Hydraulic Cylinders plant in the UK

Additional Expectations

Bedding Products

- ❑ Completion of Specialty Foam consolidation

Furniture, Flooring & Textile Products

- ❑ Complete Phase 2 of Flooring Products restructuring

Specialized Products

- ❑ Complete Hydraulic Cylinders restructuring

Restructuring Plan Financial Update

	2024 Actuals	Q3-24	Q3-25	YTD 2025 Incremental[1]	2025 Incremental[1] Estimates	2025 Run Rate Estimates	Full Plan Run Rate Estimates
Sales Attrition[2]	**$15m**	$4m	$13m	$33m	~$40m	~$55m	~$60m
* Prior estimate for 2025 Incremental estimates was ~$45m * Prior estimate for 2025 Run Rate estimates was ~$60m * Prior estimate for Full Plan Run Rate estimates was ~$65m							
EBIT Benefit	**$22m**	$6m	$16m	$36m	~$40m	~$60m	$60–$70m
* Prior estimate for 2025 Incremental estimates were $35–$40m * Prior estimate for 2025 Run Rate estimates were ~$55–$60m							

	2024 Actuals	Q3-25	YTD 2025	2025 Estimates	Total Plan Estimates
Cash from Real Estate	**$20m**	$5m	$23m	$23–$40m	$70–$80m
*Prior estimate for 2025 was $20-$30m					
Restructuring and Restructuring-Related Costs	**$48m**	$2m	$11m	~$25m	~$75m
Cash	$30m	$1m	$8m	~$10m	~$40m
Non-cash	$18m	$1m	$3m	~$15m	~$35m

* Prior estimate for 2025 costs were $15-$25m; cash costs were $10-$15m and non-cash costs were $5-$10m
* Prior estimate for Total Plan costs were $65-$75m; cash costs were $40-$45m and non-cash costs were $25-$30m

[1] Incremental represents the YOY change in sales attrition and EBIT benefit
[2] 2025 includes $1m from the divestiture of a small U.S. machinery business in our Bedding Products segment

Segment Detail

Q3 2025 Segment Summary

	Q3-25 Organic Sales Growth [1, 2]	Q3-25 Adj. EBIT [2] Margin	Δ vs Q3-24 Adj. EBIT [2] Margin	Q3-25 Adj. EBITDA [2] Margin	Δ vs Q3-24 Adj. EBITDA [2] Margin
Bedding Products	(9%)	6.6%	+220 bps	9.8%	+210 bps
Specialized Products	(2%)	9.7%	+20 bps	12.6%	-60 bps
Furniture, Flooring & Textile Products	—%	5.5%	-230 bps	6.7%	-260 bps
Total Consolidated	(4%)	7.0%	+10 bps	9.9%	-30 bps

[1] Includes raw material-related selling price impact and currency impact

[2] See slides 24, 26, 29, and 32 for non-GAAP reconciliations

Bedding Products

Trade Sales	$'s in millions	% change
Q3 2024	$446	
Divestitures	(3)	(1%)
Adjusted Q3 2024 Sales	443	
Organic Sales [1]	(40)	(9%)
Q3 2025 [3]	**$403**	**(10%)**

[1] Lower volume (13%) and raw material-related selling price increases and currency benefit 4%

$'s in millions	Adj. EBIT[2]	Adj. EBIT[2] margin	D&A	Adj. EBITDA[2]	Adj. EBITDA[2] margin
Q3 2024	$20	4.4%	$15	$34	7.7%
Change [3]	7		(2)	5	
Q3 2025	**$26**	**6.6%**	**$13**	**$40**	**9.8%**

[2] Adjusted to exclude restructuring charges $8m and gain on sale of real estate ($14m) in 3Q24; restructuring charges $2m and gain from net insurance proceeds ($13m) in 3Q25

[3] Calculations impacted by rounding

Bedding – Key Points

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- Q3 organic sales were down 9%:
  - Volume decreased 13%, primarily due to customer weakness and retailer merchandising changes in Adjustable Bed and Specialty Foam, lower trade rod sales, and restructuring-related sales attrition
  - Raw material-related selling price increases and currency benefit added 4% to sales
  - Divestiture of a small U.S. machinery business, as part of our restructuring plan, reduced sales less than 1%
- Sales trends:

	Q3 Organic Sales	Q3 Volume[1]
Steel Rod	—%	(20%)
Drawn Wire	20%	9%
U.S. Spring [2]	(1%)	(2%)
Specialty Foam [2]	(18%)	(17%)
Adjustable Bed [2]	(37%)	(39%)
International Bedding [2]	2%	(2%)

[1] Volume represents organic sales excluding raw material-related selling price impact and currency impact
[2] Restructuring-related sales attrition: U.S. Spring (3%), Specialty Foam (2%), Adjustable Bed (1%), International Bedding (<1%)

- Q3 adjusted EBIT increased primarily from metal margin expansion in trade rod and restructuring benefit partially offset by lower volume in Adjustable Bed and Specialty Foam

Specialized Products

Trade Sales	$'s in millions	% change
Q3 2024	$300	
Divestitures	(17)	(5%)
Adjusted Q3 2024 Sales	283	
Organic Sales [1]	(6)	(2%)
Q3 2025 [3]	**$278**	**(7%)**

[1] Lower volume (4%) and raw material-related selling price increases and currency benefit 2%

$'s in millions	Adj. EBIT[2]	Adj. EBIT[2] margin	D&A	Adj. EBITDA[2]	Adj. EBITDA[2] margin
Q3 2024	$29	9.5%	$11	$40	13.2%
Change [3]	(2)		(3)	(5)	
Q3 2025	**$27**	**9.7%**	**$8**	**$35**	**12.6%**

[2] Adjusted to exclude restructuring charges $4m in 3Q24; restructuring charges $1m and gain on sale of Aerospace Products Group ($87m) in 3Q25
[3] Calculations impacted by rounding

Specialized – Key Points

- Q3 organic sales were down 2%:
  - Volume decreased 4% from declines in Automotive and Hydraulic Cylinders
  - Raw material-related selling price increases and currency benefit added 2% to sales
  - Divestiture of Aerospace reduced sales 5%
- Sales trends:

	Q3 Organic Sales	Q3 Volume[1]
Automotive	(1%)	(3%)
Hydraulic Cylinders	(1%)	(6%)

[1] Volume represents organic sales excluding raw material-related selling price impact and currency impact

- Q3 adjusted EBIT decreased primarily from lower volume and earnings associated with the divested Aerospace business partially offset by restructuring benefit

Aerospace Products Group Pro-Forma Results

$'s in millions (except EPS)	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25
Total Company Results					
Net Trade Sales	$1,102	$1,056	$1,022	$1,058	$1,036
EBIT	78	44	63	90	171
Depreciation and Amortization	36	34	32	30	29
Net Earnings	45	14	31	53	127
Aerospace Results [1]					
Net Trade Sales	45	52	53	51	29
EBIT	5	8	7	9	3
Depreciation and Amortization [2]	3	2	3	—	—
Net earnings	4	6	5	7	2

[1] A 25% tax rate is assumed based on the jurisdictions in which the Aerospace Products Group operated.
[2] In Q2-25 and Q3-25, depreciation and amortization was zero due to the held for sale accounting requirements.

Furniture, Flooring & Textile Products

Trade Sales	$'s in millions	% change
Q3 2024	$356	
Divestitures	(2)	—%
Adjusted Q3 2024 Sales	355	
Organic Sales [1]	2	—%
Q3 2025	**$356**	**—%**

[1] Higher volume 1% and raw material-related price decreases, net of currency (1%)

$'s in millions	Adj. EBIT[2]	Adj. EBIT[2] margin	D&A	Adj. EBITDA[2]	Adj. EBITDA[2] margin
Q3 2024	$28	7.8%	$5	$33	9.3%
Change	(8)		(1)	(9)	
Q3 2025	**$20**	**5.5%**	**$4**	**$24**	**6.7%**

[2] Adjusted to exclude restructuring charges $1m in 3Q24 and gain on sale of real estate ($2m) in 3Q25

Furniture, Flooring & Textile – Key Points

- Q3 organic sales were flat year over year:
  - Volume increased 1% from growth in Textiles and Work Furniture partially offset by declines in Home Furniture and Flooring
  - Raw material-related selling price decreases, net of currency, reduced sales 1%
- Sales trends:

	Q3 Organic Sales	Q3 Volume[1]
Home Furniture	(4%)	(5%)
Work Furniture	4%	2%
Flooring[2]	(9%)	(5%)
Textiles	5%	6%

[1] Volume represents organic sales excluding raw material-related selling price impact and currency impact
[2] Restructuring-related sales attrition: Flooring (1%)

- Q3 adjusted EBIT decreased primarily from pricing adjustments, particularly in Flooring and Textiles, and other smaller items

Contact Us for Additional Information

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Webcast replay and Company Fact Book are available at www.leggett.com

Non-GAAP Adjustments

$'s in millions (except EPS)	Q3-25	Q3-24	YTD 2025	YTD 2024
<u>Non-GAAP Adjustments [1,2]</u>				
Restructuring, restructuring-related and impairment charges [3]	$4	$12	$15	$34
Gain on sale of Aerospace Products Group [4]	(87)	—	(87)	—
Gain from net insurance proceeds [4]	(13)	—	(13)	(2)
Gain on sale of restructuring real estate [4]	(2)	(14)	(19)	(14)
Gain on sale of idle real estate [4]	—	—	(5)	(13)
Goodwill impairment [4]	—	—	—	675
CEO transition compensation costs [5]	—	—	—	4
Non-GAAP adjustments (pre-tax) [2]	**(98)**	**(2)**	**(109)**	**684**
Income tax impact	9	1	11	43
Special tax item [6]	2	—	2	—
Non-GAAP adjustments (after tax)	**(87)**	**(1)**	**(96)**	**641**
Diluted shares outstanding	140.2	138.0	139.5	137.2
EPS impact of non-GAAP adjustments	**($0.62)**	**($0.01)**	**($0.68)**	**$4.67**

[1] For additional non-GAAP reconciliation information, see page 8 of the press release

[2] Calculations impacted by rounding

[3] Restructuring charges affected the following line items on the income statement: Q3-25 – COGS ($2), Other Income (expense) ($2); Q3-24 – COGS ($1), SG&A ($6), Other Income (expense) ($5); YTD 2025 – COGS ($3), SG&A ($2), Other Income (expense) ($10); YTD 2024 – COGS ($4), SG&A ($12), Other Income (expense) ($18)

[4] Adjustments affected the Other Income (expense) line on the income statement: Q3-25 ($102); Q3-24 $14; YTD 2025 ($124); YTD 2024 ($646)

[5] CEO transition compensation costs affected the SG&A line on the income statement: YTD 2024 ($4)

[6] $2 tax related to recent U.S. corporate tax law changes