BUSINESS UNITS

September 2003

5 Segments	11 Groups	29 Business Units
47% **Residential Furnishings**	17% Bedding Components	US Spring International Spring Wood Products
	7% Home Furniture Components	Furniture Hardware Seating Components Sofa Sleeper
	7% Consumer Products	Ornamental Beds & Bedding Support Products Adjustable Beds Coated Fabrics
	16% Fabric / Fiber / Foam	Fabric Converting Fabric Dye & Finishing Fibers Carpet Underlay Prime Foam Products
20% **Commercial Fixturing & Components**	15% Fixture & Display	Store Fixtures Point of Purchase Displays Commercial Vehicle Products Storage Products
	5% Office Furniture Components	Office Components US Office Components International Plastics
11% **Aluminum Products**	11% Aluminum	Die Casting Tool & Die
13% **Industrial Materials**	10% Wire	Wire Drawing Wire Products Steel Rod
	3% Tubing	Steel Tubing
9% **Specialized Products**	6% Automotive 3% Machinery	Automotive Machinery

Percentages represent fraction of 2002 Total Sales (trade + intersegment)

Residential Furnishings

Bedding Components

World's leading manufacturer of innerspring and boxspring components for residential bedding.

Description

Leggett & Platt's expertise in the Bedding Components industry is second to none. In 1883 J.P. Leggett, an inventor, developed a bedspring vastly superior to all others at that time. The bedspring consisted of single cone spring wire coils, formed and interlaced in a unique manner, then mounted on a wood slat base. Mr. Leggett's development not only provided a great nights sleep, but it launched an industry.

Leggett & Platt's tradition of excellence continues today. Although Leggett & Platt is now a diversified manufacturer, the company has not forgotten its roots and Bedding Components is still its largest source of revenue. The company's sales include nearly every part of the bed you sleep upon. Bedding Components sales consist of the wood, metal and wire of the boxspring and the mattress innerspring. Sales of insulators, fiber and foam cushioning materials, non-fashion construction fabrics and other miscellaneous components occur through other Leggett divisions in the Residential Furnishings segment.

In 1960 Bedding Components was nearly 100% of total sales. However, In 2002 Bedding Components revenue was $754.6 million and comprised only 17% of total sales.

Competitive Advantages

- 100+ years of experience in the industry
- Low cost producer of components
- Ongoing research and development program yields new and innovative products for customers
- Machinery development capability compliments our product R&D
- Global provider of components delivering JIT service
- Vertically integrated thus ensuring availability and quality of key raw materials

Industry Data

Bedding industry data is available from:
ISPA – International Sleep Products Association
http://www.sleepproducts.org/

Strategies for Growth

- Expand global presence with a focus on Europe and Asia
- Pursue opportunities for deverticalization of bedding manufacturers
- Continue to create value for customers through on-going R&D
- Increasing development of proprietary products
- Target strategic acquisitions

Sampling of Customers

Around 1,000 accounts, all of which are manufacturers. Customers include:

Sealy	Serta
Simmons	Spring Air

Major Competitors

Hickory Springs
Atlas Springs

Acquisitions

From 1998 – 2002, 10 companies have been acquired with around $86 mil. in revenues.

Major Plant Locations

Arizona – Phoenix
California – South Gate
Georgia – Monroe
Kentucky – Georgetown, Winchester
Missouri – Carthage
North Carolina – High Point
Ohio – Mason
Texas – Ennis

International Locations:
Canada; UK; Mexico; Brazil; Spain; Denmark; Germany; Italy; Croatia; China

Residential Furnishings

Furniture Components

World's leading supplier of recliner mechanisms, sofa sleeper units, and seating systems for the upholstered furniture industry.

Description

Leggett is recognized as the leading supplier of furniture components for the upholstered furniture industry, serving accounts around the world. Our products enhance comfort and function for manufacturers of stationary seating, motion seating, and convertible sleeper products.

Home Furniture Components sales consist of recliner mechanisms, sofa sleeper units, and seating support systems, among others. Other Leggett divisions in the Residential Furnishings segment sell foam cushioning and non-fashion construction fabric to the same customers. Operations supporting this business include regional centers for product design, engineering, manufacturing, administration and sales segregated by product type.

Sampling of Customers

In addition to serving accounts of all sizes around the world, some of our major U.S. customers include: La-Z-Boy, Lane (Action), Thomasville, Broyhill, Ethan Allen, Henredon, Drexel Heritage, and Berkline.

Major Competitors

Hickory Springs	Barber Spring
Universal Spring	Atlas Spring

Regional producers in the global markets.

Industry Data

Furniture industry data is available from the following source:

AFMA – American Furniture Manufacturers Association
http://www.afma4u.org/

Competitive Advantages

- Global presence with international manufacturing, distribution, and sales coverage
- Strategically located production facilities
- Low cost producer
- Product innovation is a respected core competency
- Well established reputation for exceptional products combined with exceptional service
- Long-term relationships with customer base, built on Integrity, Trust, and Performance

Strategies for Growth

- Expand global presence with a focus on Europe and Asia
- Pursue opportunities with customers who continue to manufacture a portion of their hardware requirements

Acquisitions

From 1998 – 2002, 6 companies have been acquired with around $65 mil. in revenues.

Major Plant Locations

California – Pico Rivera
Indiana – Kendallville
Kentucky – Simpsonville, Leitchfield
Mississippi – Tupelo
North Carolina – High Point, Greensboro

International Locations:
Australia; China

Residential Furnishings

Consumer Products

World's leading supplier of adjustable beds, bedding support products, ornamental beds, and slip-resistant coated fabric products.

Description

The Consumer Products Unit was formed in 1995 by combining the activities of two existing Leggett Divisions with a recent acquisition. The three entities were the Fashion Bed Group, the Consumer Products Division, and Vantage Industries.

Today, the Consumer Products Unit consists of three divisions:

- Fashion Bed Group
  (i.e. ornamental beds, bunk beds, futons, bed frames, rail systems, and trundle units)
- Adjustable Bed Division
- Coated Fabrics Division
  (i.e. shelf liners, rug pad, bath mats, and laminate floor underlay)

Each Division operates independently and each has its own management team. Each is responsible for developing, marketing, and distributing its finished products to retailers and distributors.

See http://www.leggett.com/consumerprodsunit for more information.

Acquisitions

From 1998 – 2002, one company was acquired with around $30 mil. in revenues.

Major Plant Locations

California – Cerritos, Whittier
Georgia – Atlanta, Calhoun
Illinois – Chicago
Kentucky – Winchester
North Carolina – Linwood
Pennsylvania – York
Texas – Dallas

Competitive Advantages

- Innovative product design and development
- Global sourcing capabilities
- Superior engineering
- Multiple ship points
- Low cost producer
- Multi-plant environment
- Forward distribution facilities
- Quick shipment
- Marketing/product presentation & packaging

Customers

We serve customers in most every channel of retail distribution.

Major Competitors

Competitors are typically small, focused, privately-held companies.

Industry Data

Industry data is available from the following source:

AFMA – American Furniture Manufacturers Association http://www.afma4u.org/

Residential Furnishings

Fabric, Fiber and Foam

Leading US supplier of non-fashion construction fabrics and carpet underlay; major supplier of cushioning foam and fiber products.

Description

Fiber: Leggett first entered its fibers operations in 1985 with the acquisition of Steiner-Liff Textiles in Nashville, Tennessee. This acquisition was part of Leggett's long-term growth strategy to supply its existing bedding and upholstered furniture customers with more of their component requirements. This business primarily manufactured and sold fiber cushioning and insulator pads (used to separate the wire innersprings from the softer cushioning mattress tops) used in bedding and furniture and also manufactured and sold a line of carpet cushioning used primarily in commercial applications. Since then, other companies have been acquired to expand Leggett's geographic presence and add new products, including high-loft filtration products, home furnishings products, craft products, roofing fabrics, and flame retardant products.

Foam: In 1986, Leggett expanded its component offerings for cushioning material to include urethane foam products with the acquisition of MPI in Ft. Worth, Texas. MPI produced foam used for cushioning by upholstered furniture and bedding manufacturers and also produced foam carpet underlay used primarily in residential applications. To add to Leggett's geographic presence and production technology, other businesses have been acquired since. Today, the largest part of our foam business relates to the manufacture and sale of carpet underlay, although we continue to manufacture, on a lesser scale, foam cushioning material.

Fabric: Leggett's entry into non-fashion construction fabrics occurred in 1993 with the acquisition of Hanes Companies in Winston-Salem, North Carolina. Hanes primary business involved the dyeing, finishing and conversion (cutting to various sizes) of textiles into components used by manufacturers of upholstered furniture, bedding and home furnishings accessories. Since 1993, Leggett has added to the operations through its acquisition program, furthering the initiative to be a single source supplier to our customers. Other markets now include automotive seating construction fabrics, filtration fabrics, drapery linings, packaging products and flame retardant products.

Competitive Advantages

- Global presence with international distribution and sales coverage.
- Multiple locations (near our primary customers) along with a wide range of products allow for combined shipments and reduced lead times.
- Bi-lofted (two densities in one pad) fiber capabilities provide exclusively engineered products for furniture, bedding, and filtration.
- Global sourcing of non-woven fabrics provides opportunities for a wide range of products at competitive prices.
- In-house textile dyeing and finishing provide a vertical advantage in product quality, consistency, and pricing of woven textile products.
- The most complete line of flame retardant (FR) fiber and fabrics designed to help our customers meet existing and future FR requirements.

Residential Furnishings

Fabric, Fiber, and Foam (continued)

Leading US supplier of non-fashion construction fabrics and carpet underlay; major supplier of cushioning foam and fiber products.

Acquisitions

From 1998 – 2002, 15 companies have been acquired with around $175 mil. in revenues.

Customers

- Manufacturers of bedding and upholstered furniture
- Retailers
- Carpet retailers and distributors
- Filtrations products distributors
- Drapery retailers

Major Competitors

- Foamex
- Hickory Springs
- Western Non-Wovens
- Carpenter

Industry Data

Industry data is available from the following sources:

AFMA – American Furniture Manufacturers Association http://www.afma4u.org/

ISPA – International Sleep Products Association http://www.sleepproducts.org/

Carpet Cushion Council http://www.carpetcushion.org/index.php

Major Plant Locations

Fiber:
Georgia – Villa Rica
Mississippi – Tupelo
New Jersey – South Brunswick
New York – Buffalo
North Carolina – Conover, Charlotte
Ohio – Cincinnati
Tennessee – Nashville
Texas – Mexia

Foam:
California – Ontario
Illinois - Chicago
Massachusetts – Newburyport
Mississippi – Coldwater, Houston
New Jersey – Edison
North Carolina – Statesville
Pennsylvania – Berwick
Texas –Ft. Worth, Brenham

Fabric:
California – Cerritos
Indiana - Indianapolis
Mississippi – Pontotoc
New Jersey - Carlstadt
North Carolina – Butner, Conover, Winston-Salem
South Carolina – Easley
Texas – Dallas
UK – Stockport, Bradford
Canada – Quebec – Mount-Royal
Mexico – San Luis Potosi

Commercial Fixturing & Components

Store Fixtures and Displays

World's leading manufacturer of retail store fixture and display products and services.

Description

Leggett's initial entry into display fixtures occurred in 1972 when the Masterack division in Atlanta, GA was acquired. Masterack was a producer of innersprings and also sold metal bed frames for dormitories and prisons. They had a small operation at the time that manufactured wire display racks for Coca-Cola and Pepsi. Over the years, this business grew to be a leading supplier of point-of-purchase display racks for beverage and snack food manufacturers.

In 1994, Leggett initiated its strategy to become the premiere supplier of display and storage fixtures to retailers and brand marketers. The strategy followed the same long-term growth initiatives that had proven successful in Leggett's other business platforms. First, it capitalized on an opportunity to consolidate an industry that was comprised of a highly fragmented group of small manufacturers. Second, it built upon an existing business; our narrower, but long-term presence in beverage point-of-purchase displays. Third, it benefited from existing vertical integration for critical raw materials, including wire and tubing. And finally, it utilized familiar manufacturing and operating processes, including product design and engineering, wire forming, and metal stamping and bending.

Today, Leggett & Platt is the largest supplier of fixtures in the industry by a factor of four. This was accomplished through the acquisition of over 30 of the best companies in the industry. Operations now offer production capabilities in wire, metal, and wood; geographic distribution with manufacturing facilities nationwide in addition to a global purchasing network; and expanded design capabilities and customer support.

The integration of the businesses has brought about a professional marketing, sales and operating management team with the capability of delivering the combined strengths of the group to each and every customer.

See http://www.leggettsfg.com for more information.

Competitive Advantages

- The industry's only true one-stop shop
- The most complete depth and breadth of products, services and manufacturing capabilities in the industry. We supply all material types including hardwood, laminates, sheet metal, aluminum, stainless, glass, plastics, etc.
- Ability to deliver value to our customers from coordinated design, prototyping, manufacturing, installation, and project management
- Low-cost production capability. Our nationwide network of facilities coupled with worldwide outsourcing capability enable us to offer blended fixture solutions that lower our customer's product cost, in addition to inventory and transportation costs.
- Well capitalized; will be here next year

Strategies for Growth

The $20 billion industry we serve is comprised of very small, specialized, and less-well-capitalized competitors and a very large, well-capitalized, and consolidating customer base. Our strategy is to consolidate and coordinate the production of fixture and display products, at the lowest cost, and market our capabilities to multiple customer groups. Our primary focus will remain directed toward increasing our share with existing accounts and pursuing new customers within this industry. We will also look for opportunities to expand into new, related markets.

Commercial Fixturing & Components

Store Fixtures and Displays (continued)

World's leading manufacturer of retail store fixture and display products and services.

Sampling of Customers

Over 1,000 accounts with the largest account representing only about 5% of the fixture business (1% of Leggett & Platt).

Customers include:

Wal-Mart	Best Buy	Pepsi
Starbucks	Coke	Frito Lay
Radio Shack	Sears	Kohls
Hewlett Packard	Sony	Michaels
Linens n' Things	Barnes & Noble	TJ MAXX
Target	Dollar General	Circuit City
Federated	Krispy Kreme	Nordstrom

Major Competitors

Lozier, LA Darling/Thorco, Madix, IDX

Two of our largest competitors (RHC Spacemaster and Ontario Store Fixtures) recently declared bankruptcy.

Industry Data

Limited industry data is available from the following sources:

NASFM – National Association of Store Fixture Manufacturers http://www.nasfm.org/

POPAI – Point of Purchase Advertising International http://www.popai.com/

Acquisitions

From 1998 – 2002, 23 companies have been acquired with around $585 mil. in revenues.

In mid-2003, we acquired the assets of RHC Spacemaster, one of the largest and oldest manufacturers in the industry. This acquisition is expected to add roughly $100-$120 million to annual revenues.

Major Plant Locations

California – Newark, Los Angeles
Colorado – Ft. Collins, Lafayette
Florida – Miami
Georgia – Atlanta
Illinois – Chicago
Indiana – Middlebury
Missouri – Neosho
Pennsylvania – Red Lion
Texas – Ft. Worth, Paris
Canada – Ontario – Toronto, Mississagua
Mexico – Aguacalientes, Mexico City
UK – Baldock

Commercial Fixturing & Components

Office Furniture Components

World's leading manufacturer of seating mechanisms and related office furniture components.

Description

Leggett & Platt first entered the office furniture industry in 1972 with the acquisition of EST Company in Grafton, Wisconsin. EST, a current member of our Aluminum Group, produces various die castings for many different industries, including chair bases and other component parts for office furniture. Through a number of acquisitions that followed, Leggett & Platt has become the leading provider of seating components to office furniture manufacturers.

Today, Leggett & Platt's Office Furniture Components Group provides a one-stop shopping source through a wide range of products that include chair mechanisms, chair bases (plastic and die cast), polyurethane armrests, chair seats and backs, molded plywood forms and exposed wood trim for upholstered chairs, and panel systems.

Leggett's capabilities blend industry knowledge, engineering expertise, and a commitment to new technologies that assure value-added product development. Access to leveraged pricing on raw material also enhances our value proposition. In addition, our testing facilities use international industry standards to ensure product integrity. These capabilities position Leggett to meet customer demand for service, product innovation, performance, and price.

Strategies for Growth

- Expand global presence with a focus on the enormous potential in Europe and Asia
- Continue building strong partnerships with customers and capture opportunities to provide more of their components – some customers are still vertically integrated
- Ongoing R&D efforts - continued development of new proprietary products

Industry Data

Industry data is available from:BIFMA – Business & Institutional Furniture Manufacturer's Assn
http://www.bifma.com/

Competitive Advantages

- Recognized leader in engineering and design
- Innovation; proprietary products
- Low cost production capability
- Product line breadth
- Longstanding customer relationships
- Leading market share position
- Significant economies of scale
- Financial strength

Sampling of Customers

Herman Miller	HON
Global	Steelcase
Kimball	Haworth

Major Competitors

- Donati; Bock; Cofemo; Ivars; Seatex
- Number of Asian manufacturers

Acquisitions

From 1998 – 2002, 3 companies have been acquired with around $43 mil. in revenues.

Major Plant Locations

Indiana – Middlebury
Michigan – Grand Rapids
North Carolina – Liberty
Wisconsin - Grafton
Canada – Ontario – Waterloo

Commercial Fixturing & Components

Plastics

A prominent North American custom injection molder. One of the largest producers of plastic furniture components, and a leader in the use of technology such as gas assist and structural flow molding.

Description

Leggett's first entry into plastics was in 1974 with the acquisition of a company that supplied injection molded plastic components to furniture manufacturers. The acquisition was a move to broaden the product line and technology offered to existing customers and also to vertically integrate our other operations with plastic component requirements.

Today, Leggett & Platt's operations produce a wide range of plastic parts including miniature components used by the electronics industry, components for small engines used by the lawn and garden industry, and parts used by our sister companies in the automotive and furniture industries. Our services include part design and engineering, tool build, a wide range of molding and finishing capabilities, and JIT supply.

See http://www.lpplastics.com for more information.

Strategies for Growth

Principal growth strategies include expanding market share with other Leggett divisions, building broader presence with Leggett customers, and expanding positions in certain key markets. In addition we will continue to pursue investment in new technology and capabilities to better serve existing customers or to allow us to enter new markets.

Major Industries (Customers)

- Lawn & Garden (i.e. Briggs & Stratton, Honda)
- Electrical/Electronics (i.e. ABB, Emerson, Basler Electric)
- Power Tools (i.e. Skil-Bosch)
- Medical (i.e. Mallinckrodt, Datex Ohmeda)
- Automotive (i.e. L&P divisions)
- Furniture (i.e. L& P divisions, Knoll, Humanscale)

Competitive Advantages

- Leader in plastic technologies:
  Gas assist molding; Structural foam molding; Insert molding; Painted parts; Engineering support; Mold building
- Facilities located in low cost regions
- Full service capability
- Internal mold building capability
- Source molds domestically and internationally; providing JIT service
- Access to L&P companies, customers, and financial strength

Acquisitions

From 1998 – 2002, 2 companies have been acquired with around $35 mil. in revenues.

Major Plant Locations

Illinois – Carlyle
Missouri – Poplar Bluff
Canada – Ontario – Waterloo

Aluminum Products

North America's leading independent producer of non-automotive die castings.

Description

Leggett's first entry into Aluminum die casting was in 1972 with the acquisition of EST Company in Grafton, WI. The company manufactured aluminum furniture components used in pedestal-supported chairs and tables. Over the years, the product mix grew to include engineered components for barbeque grills, motorcycles, small engines, and large diesel truck engines.

In 1996, through the acquisition of Pace Industries, Leggett became North America's leading independent producer of custom non-automotive die castings. Today, customer markets include gas barbecue grill manufacturers; motorcycle, off-road and recreational vehicle makers; diesel and small engines builders; appliance manufacturers; and producers of telecom, electrical, outdoor lighting, and other industrial products. These products incorporate aluminum, magnesium, and zinc die cast components.

In addition to die casting, the Leggett & Platt Aluminum Group offers customers extensive value-added processes such as machining, finishing, and assembly of components and sub-systems. We also provide full service tool and die manufacturing capability to support our customers' tooling needs.

See http://www.legaluminum.com for more information.

Competitive Advantages

Leggett leads the industry in technology, with superior capabilities in product design engineering and analysis, tool design, and manufacturing process development and management. We work with customers from design concept to market introduction and then through the product lifecycle to continually refine functionality and reduce cost. We offer the best value to our customers by minimizing their total system cost, including not only the part price, but also design, tooling, transportation, and inventory management costs. Broad manufacturing capabilities make us a one-stop shop for die cast components, reducing the complexity and cost of our customers' supply chains. In addition, we offer supply chain management for our customers regardless of the casting component source. These advantages, along with customer service excellence, demonstrate that we are not just another die caster, but rather a business partner who can add value in technology, systems cost and manufacturing expertise. Leggett's stability, amidst financially distressed competitors, reassures customers that we will be there for them in the future.

Key Strategies

Market share growth with new and existing customers remains a primary focus. We continue to aggressively pursue large users of castings, work to provide more of the components used by our vertically integrated customers, and look for opportunities to expand into new markets where die cast components are, or could be used. We will strive to maintain our position as technology leaders by continuing to develop design analysis and alloy and process management capabilities, and in doing so, broaden our opportunities for growth in new and existing markets. We are committed to establishing a global presence, enabling us to supply our customers as they take more of their production overseas. Strategic acquisitions may play a part in accomplishing these initiatives.

Aluminum Products (continued)

North America's leading independent producer of non-automotive die castings.

Sampling of Customers

Charbroil	Maytag
Harley-Davidson	Cummins Engine
Emerson Electric	Cooper Lighting
Kohler	C-Cor

Major Competitors

- Aallied Die Casting
- Microcast/Premier
- Cascade Group
- Callen Manufacturing
- HBA Cast Products,

Acquisitions

From 1998 – 2002, 5 companies have been acquired with around $45 mil. in revenues.

Major Plant Locations

Alabama – Muscle Shoals
Arkansas – Harrison, Malvern
Massachusetts – Billerica
Minnesota – St. Paul, Maple Lake
Missouri – Monroe City, St. Charles
Pennsylvania – Loyalhanna
Tennessee – Rogersville
Wisconsin - Grafton
Mexico – Chihuahua, Saltillo

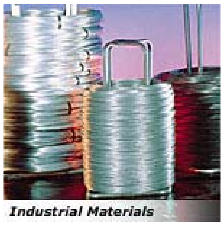
Industry Data

Industry data is available from:

NADCA – North American Die Casting Association http://www.diecasting.org/

Industrial Materials

Wire



North America's leading independent producer of drawn steel wire. We also offer a complement of value added wire products.

Description

Leggett & Platt built its first wire mill in 1969 to ensure a consistent supply of quality wire for our bedding operations. Today, our eight plants produce over 800,000 tons of steel wire annually, making us the largest independent wire producer in the US. About half this wire is sold to external customers in a variety of markets. In 2002, Leggett furthered its vertical integration with the purchase of a rod mill from former supplier Northwestern Steel, and in doing so, secured the rod supply for about half our annual wire producing requirements. Production at this Sterling, IL rod mill was ramped up over the first half of 2003.

Our plants offer a wide range of drawing and finishing capabilities of both low & high carbon steel wire. This wire is used in a number of industries and products, including bedding and seating, mechanical springs, automotive, and various other wire forms.

Specialty wire products include proprietary bale ties for cotton and recyclables, boxed wire, tieing heads and other parts for automatic bailing equipment.

The markets for our wire require high quality standards. Our commitment to a culture of Continuous Quality Improvement means striving for the ultimate goal of producing a defect free product, and has resulted in one of the highest levels of product acceptance in the industry.

See http://www.leggettwiregroup.com for more information.

Key Strategies

- Efficiently supply Leggett's internal raw material requirements
- Grow globally as Leggett's requirements in new geographic regions grow
- Expand our capabilities to add value to our products, focusing on forming and shaping our wire
- Target trade sales in select markets to "top off" our facilities' volume and help optimize production efficiency

Sampling of Customers

Leggett divisions
Major bedding manufacturers
Farm equipment manufacturers
Overhead door manufacturers
Waste handling companies

Major Competitors

Mid-South Wire	Davis Wire
Sivaco	Bekaert Corp.

Acquisitions

From 1998 – 2002, 7 companies have been acquired with around $125 mil. in revenues.

Major Plant Locations

Alabama – Montevallo
Florida – Jacksonville
Illinois – Sterling, Batavia
Indiana – Kouts
Kentucky – Nicholasville
Missouri – Carthage, Neosho
Ohio – Solon
South Carolina – Andrews

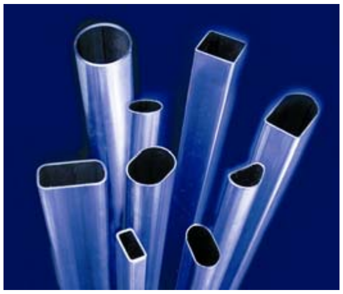
Industry Data

Industry data is available through the following source:

American Wire Producers Association
http://www.awpa.org/

Industrial Materials

Tubular Products



A **leader** in low-carbon, welded mechanical steel tubing and fabricated tubular components.

Description

Leggett & Platt's entry into steel tubing came in 1983 with the acquisition of Parthenon Metal Works in LaVergne, Tennessee. The purchase of this business represented backward integration for our existing operations that produced motion furniture and sofa-sleeper mechanisms. In addition, Parthenon also sold tubing to makers of automotive seating.

Steel tubing is a key material Leggett & Platt produces for both internal use and external sales. In 2002 around 200,000 tons of tubing was manufactured. About 25% of the tubing sales are to Leggett operations, including those that produce motion furniture and sofa-sleeper mechanisms, and also those that produce fixtures for retailers. External customers use our tubing in automotive seating, gas grill legs, trunk hinge tubes, fencing, lawn & garden implements and many other commercial products.

In 2001, through the acquisition of Excaliber, Inc., we gained tubing fabrication capabilities (including cutting, forming and painting of steel tubing) and market expansion into ATV components for OEM's and aftermarket accessories.

Competitive Advantages

- Leggett is the low cost producer
- We deliver quality and service to very demanding customers' expectations
- We can assist with our customers' initiatives to reduce their vendor bases
- We can deliver integrated product systems (engineering or designing our existing products to be offered together as a package unit to a customer)
- Our financial strength enables us to work with our customers on these efficiency gaining initiatives

Sampling of Customers

Tubing:
Leggett Divisions; Johnson Controls Inc.; Lear Corp

Fabrication:
Honda; Cummins Diesel; Johnson Controls Inc.

Major Competitors

- Shelby Tube
- Lockjoint
- Jackson Tube
- P.C. Campana
- Various maker/users

Acquisitions

From 1998 – 2002, 1 company was acquired with around $60 mil. in revenues.

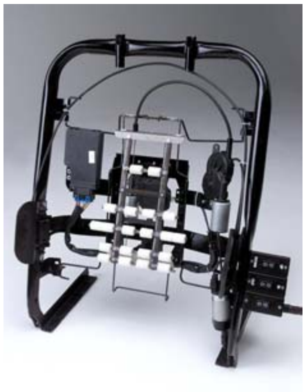
Major Plant Locations

Tubing:
Mississippi – West Point
Kentucky – Carrollton
Tennessee – La Vergne

Fabrication:
Michigan – Temperance
Minnesota – Cambridge
South Carolina – Greenwood

Specialized Products

Automotive



The **world's leading** manufacturer of power & manual lumbar systems, massage systems, and seat suspension systems to the automobile industry.

Description

Leggett & Platt has been serving the Automotive Industry since the early 1900's when Leggett coil springs were the standard for automotive seating.

Through the years, as automotive seating styles and features have changed, our Automotive Group has met the challenge of this dynamic and sophisticated market. Our products include:

- Lumbar Systems (i.e. manual, 2-way power, 4-way power, massage systems, memory options)
- Suspension Systems (i.e. wire grid designs, sinuous wire, elastomeric fabrics, custom suspension systems)
- Bolster Systems
- Wire Forms
- Control Cable Systems (i.e. shift cables, cruise-control cables, seat-belt pre-tensioner cables, accelerator cables, seat control cables, and latch release cables)
- Welded Seating Components
- Tubular Products

At L&P, we are constantly striving for the most advanced production methods and product development. All of our L&P Automotive Companies are **QS9000 Certified**, and design, develop, test and inspect each component for quality assurance. In addition, the L&P Automotive Group has built a record of outstanding quality ratings from our entire customer base. To earn these ratings, we have:

- Statistical process control
- Employee/partner training
- Kaizan training
- Lean manufacturing techniques
- Focus on process improvement and cost control
- Continuous investment in R&D and testing
- Computerized vision systems for specification adherence.

Customers

The Automotive Group sells primarily to Tier I and Tier II suppliers.

- JCI; Lear; Faurecia

Major Competitors

Ficosa (Spain)	Brose (Germany)
No-Sag (France)	Ctex (UK)
NHX Spring (Japan)	

Acquisitions

From 1998 – 2002, 5 companies have been acquired with around $200 mil. in revenues.

Major Plant Locations

Kentucky – Lexington
Missouri – Carthage
Ohio – Archbold
Tennessee – Cumberland City
Austria - Berndorf
Belgium – Wevelgem
Canada – Ontario – London, Toronto, Windsor
Mexico – Juarez
UK – South Wales – Carms
Korea – Ulsan
China – Wuxi, Zhou Qing, Changsha
R&D/Testing/Technical Dev. Center

- Canada – Ontario – Windsor
- Germany - Nurnberg

Specialized Products

Machinery

World's leading manufacturer of quilting, sewing, and wire processing systems for the bedding, home textile, upholstery, and apparel industries.

Description

Since 1883, when J.P. Leggett & C.B. Platt first designed a machine to manufacture springs for their patented boxsprings, the company has been an innovator in bedding machinery. The tradition continues just as strong today within Leggett & Platt's Machinery Division & Technology Division.

The Machinery & Technology Division is the world's leader in providing a full range of wire forming equipment, industrial quilting and sewing machinery, wide format digital printing equipment, and specialized automation equipment. Our machinery operations design and produce equipment that is used by other Leggett divisions to manufacture the proprietary innerspring designs that we develop for bedding customers. Our companies also offer a full line of machine systems that are designed to improve production efficiency, product quality, and profitability for our customers. Our experience enables us to provide customized solutions for a broad base of customers throughout the world…from single machines to complete turnkey operations.

Key Strategies

- Provide ongoing support and machinery development for bedding operations
- Continue to develop technology to improve efficiency in our plants and those of our customers
- Partner with technology leaders in regions around the globe utilizing our local resources to expand product offerings and markets

Competitive Advantages

- 100+ years of engineering experience
- Recognized as global leaders in design and production of wire processing equipment, and advanced quilting and sewing equipment
- An extensive network of offices and agents that provide unparalleled sales, service and parts support across the globe.

Sampling of Customers

Leggett divisions
Sealy; Serta; Simmons; Silentnight

Major Competitors

US:
Emco
Galkin
Atlanta Attachment

Europe:
Mammut
Mecca
United Mattress Technology Group

Acquisitions

From 1998 – 2002, 5 companies have been acquired with around $10 mil. in revenues.

Major Plant Locations

Florida – Sunrise
Missouri – Carthage
New Jersey – Somerset
Switzerland – St. Gallen