BUSINESS UNITS

May 2006

5 Segments	11 Groups	29 Business Units
47% **Residential Furnishings**	17% Bedding	US Spring International Spring Adjustable Beds Wood Products
	12% Home Furniture & Consumer Products	Furniture Hardware Seating Components Sofa Sleeper Ornamental Beds & Bedding Support Products
	18% Fabric, Foam & Fiber	Fabric Converting Fibers Carpet Underlay Prime Foam Products Coated Fabrics Geo Components
17% **Commercial Fixturing & Components**	12% Fixture & Display	Store Fixtures Point of Purchase Displays Storage Products
	5% Office Furniture Components	Office Components US Office Components International Plastics
9% **Aluminum Products**	9% Aluminum	Die Casting Tool & Die
14% **Industrial Materials**	11% Wire	Wire Drawing Wire Products Steel Rod
	3% Tubing	Steel Tubing
13% **Specialized Products**	6% Automotive 3% Machinery 4% Commercial Vehicle Products	Automotive Machinery Commercial Vehicle Products

Percentages represent fraction of 2006 Budgeted Total Sales (trade + intersegment)

Residential Furnishings

Bedding

World's leading manufacturer of innerspring and boxspring components for residential bedding, and leading supplier of adjustable beds.

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.

Although Leggett & Platt is now a diversified manufacturer, the company has not forgotten its roots. Sales of bedding components and products are still its largest source of revenue. The company's sales include nearly every part of the bed you sleep upon. Bedding Group sales consist of the wire and wood components used to make mattresses and foundations. Through this group, Leggett also sells adjustable beds. Sales of other bedding components, including fiber insulator pads and non-fashion construction fabrics, occur through other groups in the Residential Furnishings segment.

In 1960 bedding components represented nearly 100% of the company's sales. In 2005 Bedding Group revenue 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

Strategies for Growth

- Expand global presence with a focus on Europe, Asia and Latin America.
- 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, including most bedding manufacturers. Customers include:

Sealy	Serta
Simmons	Spring Air

Major Competitors

Hickory Springs	Atlas Spring

Regional producers in the global markets

Acquisitions

From 1998 – 2006, 19 companies have been acquired with around $180 mil. in revenues.

Major Plant Locations

Arizona – Phoenix
California – Cerritos, South Gate
Georgia – Monroe
Kentucky –Winchester, Georgetown
Mississippi-Tupelo
Missouri – Carthage
North Carolina – High Point
Pennsylvania- Wilkes-Barre
Texas – Ennis
International Locations:
Brazil; Canada; China; Croatia; Denmark; Italy; Mexico; South Africa; Spain; UK

Residential Furnishings

Home Furniture and Consumer Products

World's leading producer of recliner mechanisms, sofa sleeper units and seating systems for the upholstered furniture industry. Leading supplier of ornamental beds and bedding support products.

Description

Leggett is recognized as the leading producer of furniture components for the upholstered furniture industry. Our products enhance comfort and function of upholstered furniture, and include recliner mechanisms, seating support systems, sofa sleeper units, and other products. Our operations are strategically located around the world to efficiently supply manufacturers of upholstered furniture.

Leggett's Consumer Products Unit is the leading supplier of steel bedding support products such as bed frames, bed rails, rollaway beds, trundles and accessories; ornamental products such as fashion beds, headboards, daybeds, futons and accessories; and fashion forward top of bed products such as comforters, duvets, daybed ensembles, sheet sets and mattress pads. With manufacturing and distribution locations positioned geographically across North America, the CPU effectively and efficiently services over twelve thousand active customers.

Sampling of Customers

In addition to serving accounts of all sizes around the world, some of our major U.S. customers include: Ashley Furniture, Bassett, Berkline, Best Home Furniture, Broyhill, Ethan Allen, Flexsteel, Klaussner, La-Z-Boy, Lane (Action), and Thomasville.

Our ornamental beds and bedding support products are sold primarily to speciality sleep shops, department stores and furniture retailers.

Acquisitions

From 1998 – 2006, 12 companies have been acquired with over $110 mil. in revenues.

Industry Data

Furniture industry data is available from the following source:

AHFA-American Home Furnishings Alliance

http://www.ahfa.us

Competitive Advantages

- Global presence with international manufacturing, product development, distribution, and sales coverage
- Low cost producer of a wide range of diversified components
- Product innovation is a respected core competency
- Well established reputation for high quality 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, Asia, and other developing foreign markets.
- Pursue opportunities with customers who continue to manufacture a portion of their hardware requirements

Major Competitors

Hickory Springs	Barber Spring
Universal Spring	Atlas Spring

Regional producers in the global markets.
Competitors for CPU are typically small, focused, privately-held companies that are regional in scope.

Major Plant Locations

California – City of Industry, Whittier
Georgia – Forsyth
Illinois – Chicago
Indiana – Kendallville
Kentucky – Simpsonville, Leitchfield
Mississippi – Tupelo
North Carolina – High Point, Greensboro, Linwood
Texas – Dallas

International Locations:
Australia, Belgium, China, Canada

Residential Furnishings

Fabric, Foam and Fiber

Leading US supplier of non-fashion construction fabrics, carpet underlay, and slip-resistant coated fabrics; major supplier of cushioning foam, fiber products, and geo components.

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 in the 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. Other businesses have been acquired since to add to Leggett's geographic presence, product lines, and production technology. Today, our foam businesses primarily manufacture and sell carpet underlay and specialty foam products such as pillows and mattress toppers.

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, filtration, construction and landscape, drapery linings, apparel, packaging products and flame retardant products.

Through acquisitions (the first occurred in 1994), Leggett has also grown to become the leading North American supplier of slip-resistant, coated fabrics used for a variety of applications including area rug underlay, shelf liner, and other household products and accessories.

In 2005, through the acquisition of Ikex/Jarex, Leggett significantly expanded its presence in the conversion and distribution of geo components. Geo components include geotextiles (synthetic facbrics used in ground stabilization, drainage protection, erosion and weed control), silt fencing, seed and fertilizer.

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, Foam, and Fiber (continued)

Leading US supplier of non-fashion construction fabrics, carpet underlay, and slip-resistant coated fabrics; major supplier of cushioning foam, fiber products and geo components.

Acquisitions

From 1998 – 2006, 26 companies have been acquired with around $413 mil. in revenues.

Customers

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

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:
Mississippi – Tupelo
New York – Buffalo
North Carolina – Conover, Charlotte
Ohio – Cincinnati
Tennessee – Nashville
Texas – Mexia

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

Fabric:
Arizona-Phoenix
California – Cerritos, San Diego
Canada – Quebec – Mount-Royal
Florida-Miami, Jacksonville
Georgia – Atlanta, Calhoon
Indiana - Indianapolis
Maryland-Taneytown
Mexico – San Luis Potosi
Mississippi – Pontotoc
Nevada-Las Vegas, Reno
New Jersey - Carlstadt
North Carolina- Butner, Conover, Middlesex, Winston-Salem
Ohio-Columbus
Pennsylvania-Mercer
South Carolina – Easley
Tennessee-Nashville
Texas – Dallas
UK – Stockport, Bradford
Virginia-Richmond
Washington-Kent

Commercial Fixturing & Components

Store Fixtures & 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; we're nearly three times the size of our largest competitor. This was accomplished through the acquisition of over 30 companies. 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 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 sourcing capability enable us to offer blended fixture solutions that lower our customer's total cost, including inventory and transportation costs.
- Well capitalized; we will be here next year

Strategies for Growth

The approx $10 billion industry we serve is comprised of small, specialized, and less-well-capitalized competitors and a very large, well-capitalized, and consolidating customer base. Our strategy is to be the industry's premier, most financially stable, and most customer-oriented one-stop supplier of fixture and display products. Our focus is on increasing 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 & Displays (continued)

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

Sampling of Customers

Over 1,000 accounts, including most major retailers.

Customers include:

Wal-Mart	Best Buy	Pepsi
Starbucks	Coca-Cola	Frito Lay
Radio Shack	Sears	Kohl's
Home Depot	Sony	Michaels
Linens 'n Things	Barnes & Noble	TJ MAXX
Target	Dollar General	Circuit City
Federated	Kroger	Nordstrom
Washington Mutual	Hewlett Packard	JC Penney

Major Competitors

Lozier, LA Darling/Thorco, Madix

Four of our largest competitors have declared bankruptcy in recent years (OSF, RHC Spacemaster, HMG, and Oklahoma Fixture).

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 – 2006, 23 companies have been acquired with around $649 mil. in revenues.

Major Plant Locations

Alabama – Piedmont
California – Newark
Colorado – Ft. Collins, Lafayette, Aurora
Georgia – Atlanta
Illinois – Chicago
Indiana – Middlebury
Missouri – Neosho
South Carolina – Charleston
Texas – Ft. Worth, Paris
Canada – Ontario – Toronto, Mississagua
China – Kun Shan
Mexico – Aguascalientes, 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	HNI
Global	Steelcase
Kimball	Haworth

Major Competitors

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

Acquisitions

From 1998 – 2006, 4 companies have been acquired with around $44 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 with wide-ranging capabilities. One of the largest producers of plastic furniture components, and a leader in the use of technology such as gas assist and structural foam 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 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 positions in certain key markets, cross-selling customers of other Leggett divisions, and growing volume with our sister companies. We will continue to pursue new technology and capabilities to better serve existing customers or to allow us to enter new markets.

Acquisitions

From 1998 – 2006, 6 companies have been acquired with around $62 mil. in revenues.

Major Industries (Customers)

- Lawn & Garden (i.e. Briggs & Stratton, HydroGear)
- Electrical/Electronics (i.e. Emerson, Basler Electric)
- Medical (i.e. B. Braun, GE Healthcare)
- Automotive (i.e. L&P divisions, Cooper Standard, Key Safety Systems)
- Furniture (i.e. L&P divisions, Keilhauer, Humanscale)

Competitive Advantages

- Leader in plastic technologies:
  Gas assist molding; Structural foam molding; Insert molding; Engineering support; Mold building
- Extensive decorating capabilities – Painting, pad printing, hot stamping and others
- Small to large machine sizes, 28 ton – 1800 ton
- Facilities located in low cost regions
- Assembly and secondary operations
- Internal mold building capability
- Source molds domestically and internationally
- Access to L&P companies, customers, and financial strength

Major Plant Locations

Illinois – Carlyle
Missouri – Poplar Bluff
Mississippi – Booneville
Texas – Brownsville
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 motorcycle, off-road and recreational vehicle makers; diesel and small engines builders; appliance manufacturers; gas barbecue grill 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 here 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

Acuity Brands
Arctic Cat
Black & Decker
Briggs & Stratton
C-COR
Caterpiller
Cooper Lighting
Cummins Engine
Electrolux
Emerson Electric
General Motors
Harley-Davidson
Kohler
Maytag
Sony
Thomas & Betts
Whirlpool

Major Competitors

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

Acquisitions

From 1998 – 2006, 5 companies have been acquired with around $45 mil. in revenues.

Major Plant Locations

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

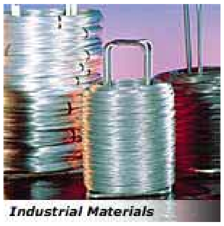
Industry Data

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 seven 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 used by Leggett operations and the other half is sold to external customers in a variety of markets. In 2002, we furthered our vertical integration with the purchase of a rod mill out of bankruptcy, and in doing so, secured the rod supply for about half our annual wire producing requirements.

Our wire mills offer a wide range of drawing and finishing capabilities for 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 we make and sell include proprietary bale ties for cotton and recyclables, boxed wire, tieing heads and other parts for automatic baling 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

Davis Wire
Sivaco
Bekaert Corp.

Acquisitions

From 1998 – 2006, 7 companies have been acquired with around $125 mil. in revenues.

Major Plant Locations

Alabama – Montevallo, Florence
Florida – Jacksonville
Illinois – Sterling
Indiana – Kouts
Kentucky – Nicholasville
Missouri – Carthage
Ohio – Solon

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 electric resistance welded carbon steel mechanical 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 2005, around 150,000 tons of tubing were 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 seating, trunk hinge and other automotive applications, trailer axles, appliances, furniture, racking and many other commercial products.

We are fully integrated, controlling the process from slitting master coils, to rolling cut-to-length tubing in a multitude of shapes and sizes. In recent years, we also have developed fabrication capability, including miter-cutting, piercing, forming and bending.

Competitive Advantages

- Leggett is a low cost producer
- Our processes are designed to accommodate the most demanding customer quality and service requirements.
- We are able to assist customers by performing value-added operations.
- We can assist with our customers' initiatives to reduce their vendor bases
- Our financial strength enables us to work with our customers on these efficiency gaining initiatives

Sampling of Customers

Leggett Divisions
Honda
Johnson Controls Inc.
Lear Corporation
Maytag
O'Neal Steel
Steelcase

Major Competitors

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

Acquisitions

From 1998 – 2006, 1 company was acquired with around $60 mil. in revenues.

Major Plant Locations

Tubing:
Mississippi – West Point
Tennessee – La Vergne

Fabrication:
Minnesota – Cambridge

Specialized Products

Automotive

The **world's leading** manufacturer of active lumbar support 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:

Comfort
- Lumbar Systems (i.e. manual adjust, 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

Structure
- 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 utilize:
- Statistical process control
- Employee/partner training
- Kaizan training
- Lean manufacturing techniques
- 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 (U.K.)
NHK Spring (Japan)	Teleflex (U.S.)

Acquisitions

From 1998 – 2006, 9 companies have been acquired with around $252 mil. in revenues.

Major Plant Locations

Missouri – Carthage
Tennessee – Chattanooga
Austria – Berndorf
Belgium – Wevelgem
Canada – Ontario – London, Toronto, Windsor
Mexico – Juarez
UK – South Wales – Ammanford
China – Wuxi, Zhaoqing, 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 & 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, 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 Leggett 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
Global bedding manufacturers

Major Competitors

US:
Emco
Galkin
Atlanta Attachment

Europe:
Mammut
Mecca
United Mattress Technology Group

Acquisitions

From 1998 – 2006, 6 companies have been acquired with around $14 mil. in revenues.

Major Plant Locations

Florida – Sunrise
Missouri – Carthage
Switzerland – St. Gallen
China – Shanghai

Specialized Products

Commercial Vehicle Products

A leading North American designer, manufacturer and upfitter of light- and medium-duty commercial vehicle equipment. Major product categories include van interiors, van bodies, flatbed truck bodies, utility work bodies, dump truck bodies, and specialty trailers used in underground maintenance work.

Description

Leggett first entered the market for commercial vehicle equipment in 1972 through its acquisition of Masterack in Atlanta, GA. At the time, Masterack was primarily a producer of innersprings, but had also begun producing welded wire shelving for the local telephone company to install in their service vans. Over the next three decades, through internal growth, selected acquisitions and development of marketing relationships with OEM's (Original Equipment Manufacturers), this business grew into a leading supplier of service van interiors and other commercial vehicle products, including specialty trailers used by telephone, cable and utility companies and police cruiser packages.

In 2005, Leggett acquired America's Body Company (ABC), a leading manufacturer/upfitter of commercial truck equipment. With annual revenue of approximately $150 million, ABC was the third-largest acquisition in Leggett's history. ABC joined Leggett's existing commercial vehicle equipment operations to form the new Commercial Vehicle Products (CVP) business group. The newly formed business group should generate revenue of approximately $250 million, making Leggett the second-largest supplier in the $1.5 billion U.S. market for light- and medium-duty commercial truck equipment.

Competitive Advantages

In this highly fragmented industry, Leggett is one of the few competitors with a distribution network capable of serving large OEM dealer networks on a national level. This capability is particularly valuable to customers with large fleets of service vans.

Competitive Advantages (continued)

We are a leader in designing and manufacturing highly differentiated, proprietary products that offer superior utility and quality to end-users. When offered through our distribution network, these innovative products enable us to increase market share and build brand equity. The breadth of our product offering enables us to be a "one-stop-shop" for large national customers.

Our acquisition of ABC represents a significant opportunity to gain purchasing leverage, consolidate facilities and reduce administrative overhead.

Key Strategies

Geographic expansion and new product development are key growth strategies. Certain markets for truck bodies in the U.S. are supplied by smaller regional manufacturers. We aim to expand into those markets which have high concentrations of end-users. Through a continued focus on product innovation, we expect to provide improved product functionality and quality to customers.

Customers

Commercial fleet customers include all telecoms, Dish Network, DHL, Sears, Service Master, Sprint and Xerox.

Non-fleet customers include individuals and companies in a variety of industries, including utilities, construction, for-hire transportation, agriculture and mining. Both fleet and non-fleet customers place orders through OEM dealers.

Specialized Products

Commercial Vehicle Products (continued)

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Major Competitors

- Adrian Steel
- Supreme Industries
- Omaha Standard
- Knapheide

Acquisitions

From 1998 – 2006, 3 companies have been acquired with around $221 mil. in revenues.

Major Plant Locations

Canada – Ontario – St. Thomas
Florida – Oldsmar, Tampa
Georgia - Atlanta
Illinois - Sandoval
Kentucky – Louisville
Maryland – Clinton
Missouri – St. Louis
New Jersey – Cinnaminson
Ohio – Cleveland, Columbus
Oregon – Portland
Pennsylvania - Nanticoke

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