SOMNIGROUP

NYSE: SGI



TEMPUR+SEALY MATTRESSFIRM Dreams Leggett & Platt

November 2026

SOMNIGROUP INVESTMENT THESIS

Global Scale, Vertical Integration: World's leading bedding company with end-to-end capabilities from design and component and finished goods manufacturing to retail

Omnichannel Reach & Iconic Brands: Portfolio of trusted brands and products, reaching consumers wherever they shop – online, in 2,800+ stores, and through a robust wholesale bedding and furnishings network

Relentless Innovation & Consumer Insight: Industry-leading R&D, marketing investment, and consumer access fuel product differentiation and demand as sleep becomes ever more central to health and wellness

Operational Excellence & Leverage: Structural advantages drive superior efficiency and cash flow

Resilient Cash Generation & Disciplined Capital Allocation: Robust free cash flow and strong balance sheet supports business reinvestment, acquisitions, and shareholder returns

Connected, Proven Leadership: Seasoned management team with track record of driving execution and growth across all business units

Poised for Industry Recovery: Positioned to grow sales and drive value as the $120 billion[1] global bedding market rebounds

SOMNIGROUP'S STRUCTURE

SOMNIGROUP

High-level strategic direction • Corporate governance • Capital allocation

TEMPUR+SEALY MATTRESSFIRM Dreams Leggett & Platt

Tactical go-to-market strategy • Operational excellence • Passionate customer service

SOMNIGROUP

The **world's leading bedding company**, dedicated to enriching people's lives through the power of a great night's sleep.

CONSUMER-CENTRIC INNOVATION



- Advanced R&D capabilities driving continuous solutions-based innovation

DIVERSIFIED PORTFOLIO



- Diverse brand portfolio includes highly recognized brands

MANUFACTURING & LOGISTICS



- Global manufacturing footprint with advanced manufacturing and logistics capabilities

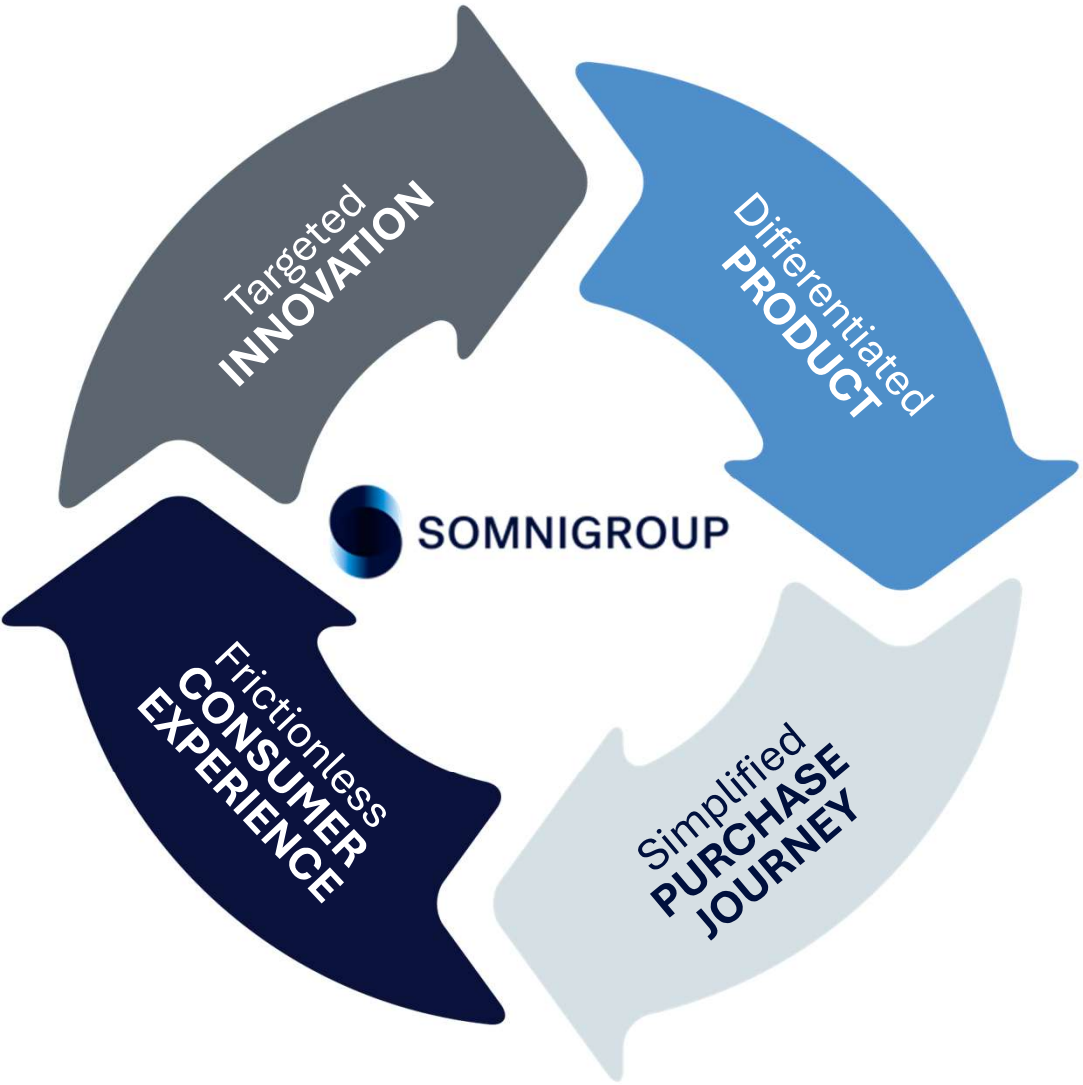
OMNI-CHANNEL RETAIL



- Leading bedding retailer in the U.S. and UK
- Integrated brick-and-mortar and e-commerce ecosystem

SOMNIGROUP

Uniquely positioned to optimize consumer experience



- Optimize investments in sleep technology
- Improve targeted innovation
- Drive advertising share of voice
- Enhance consumer outcomes
- Accelerate continuous feedback loop

SOMNIGROUP'S VERTICALLY INTEGRATED STRATEGY

300+

OPERATIONS FACILITIES

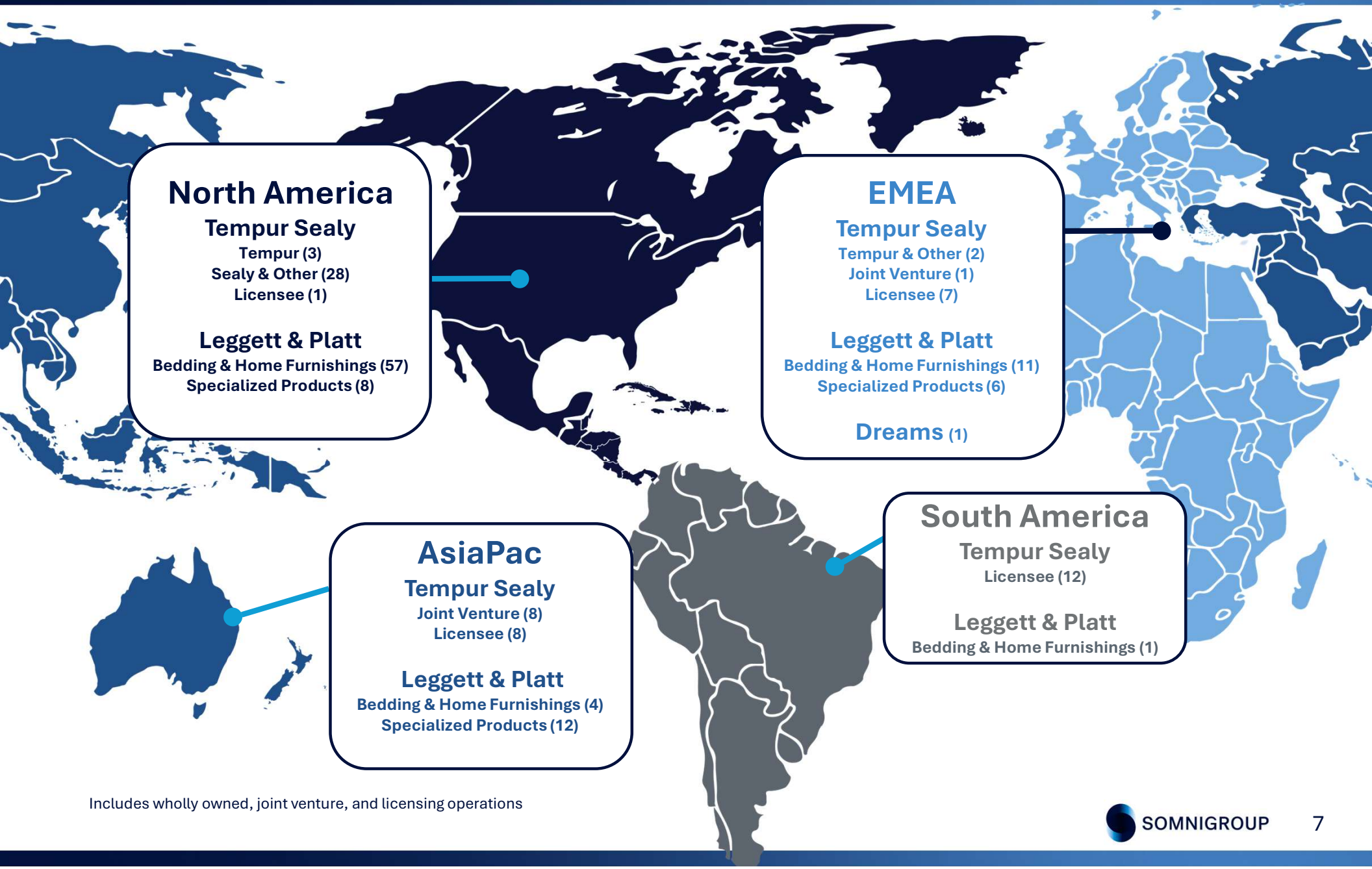
WITH

2,800+

RETAIL STORES



SOMNIGROUP'S GLOBAL MANUFACTURING FOOTPRINT



North America

Tempur Sealy
Tempur (3)
Sealy & Other (28)
Licensee (1)

Leggett & Platt
Bedding & Home Furnishings (57)
Specialized Products (8)

EMEA

Tempur Sealy
Tempur & Other (2)
Joint Venture (1)
Licensee (7)

Leggett & Platt
Bedding & Home Furnishings (11)
Specialized Products (6)

Dreams (1)

South America

Tempur Sealy
Licensee (12)

Leggett & Platt
Bedding & Home Furnishings (1)

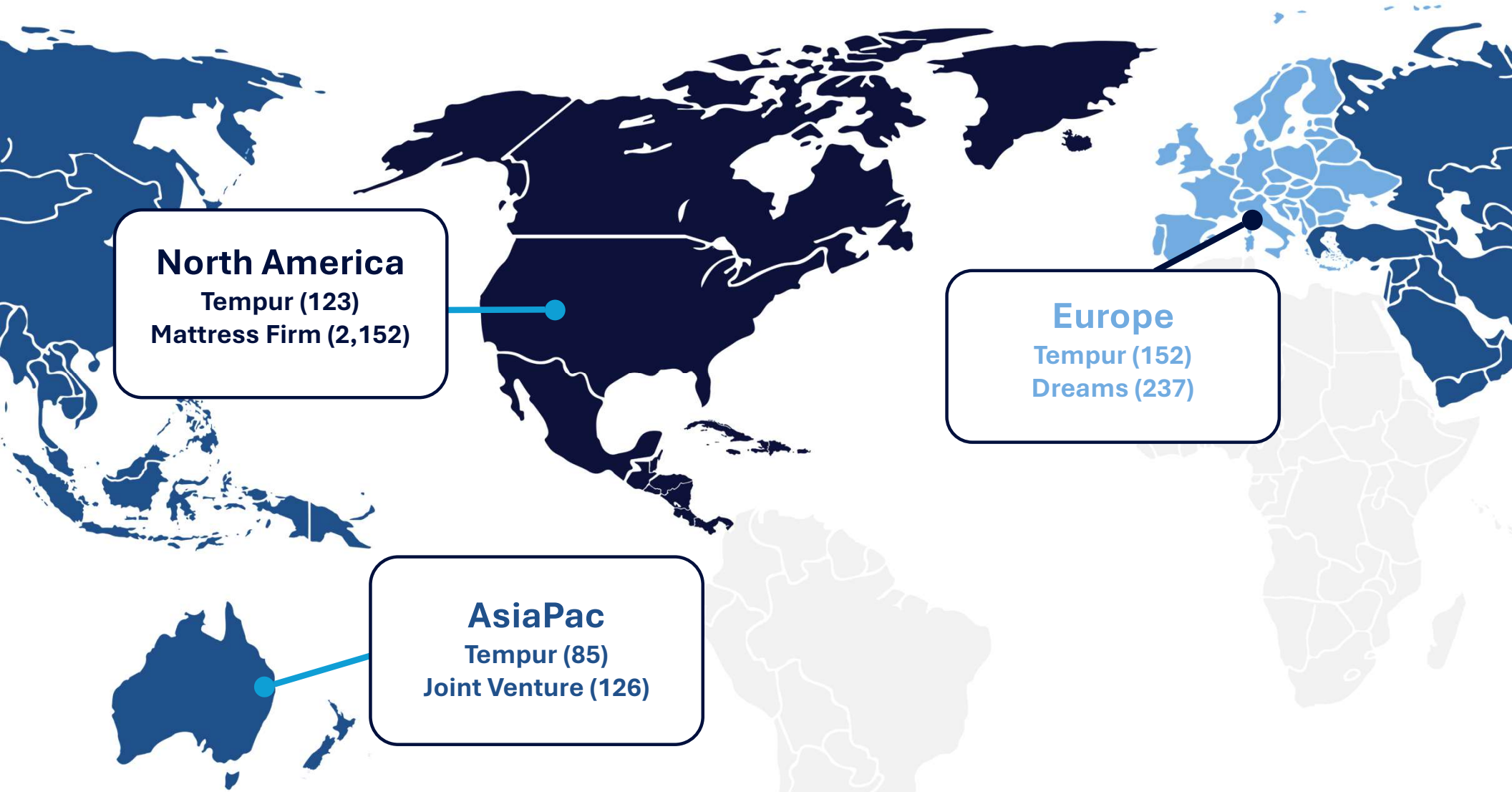
AsiaPac

Tempur Sealy
Joint Venture (8)
Licensee (8)

Leggett & Platt
Bedding & Home Furnishings (4)
Specialized Products (12)

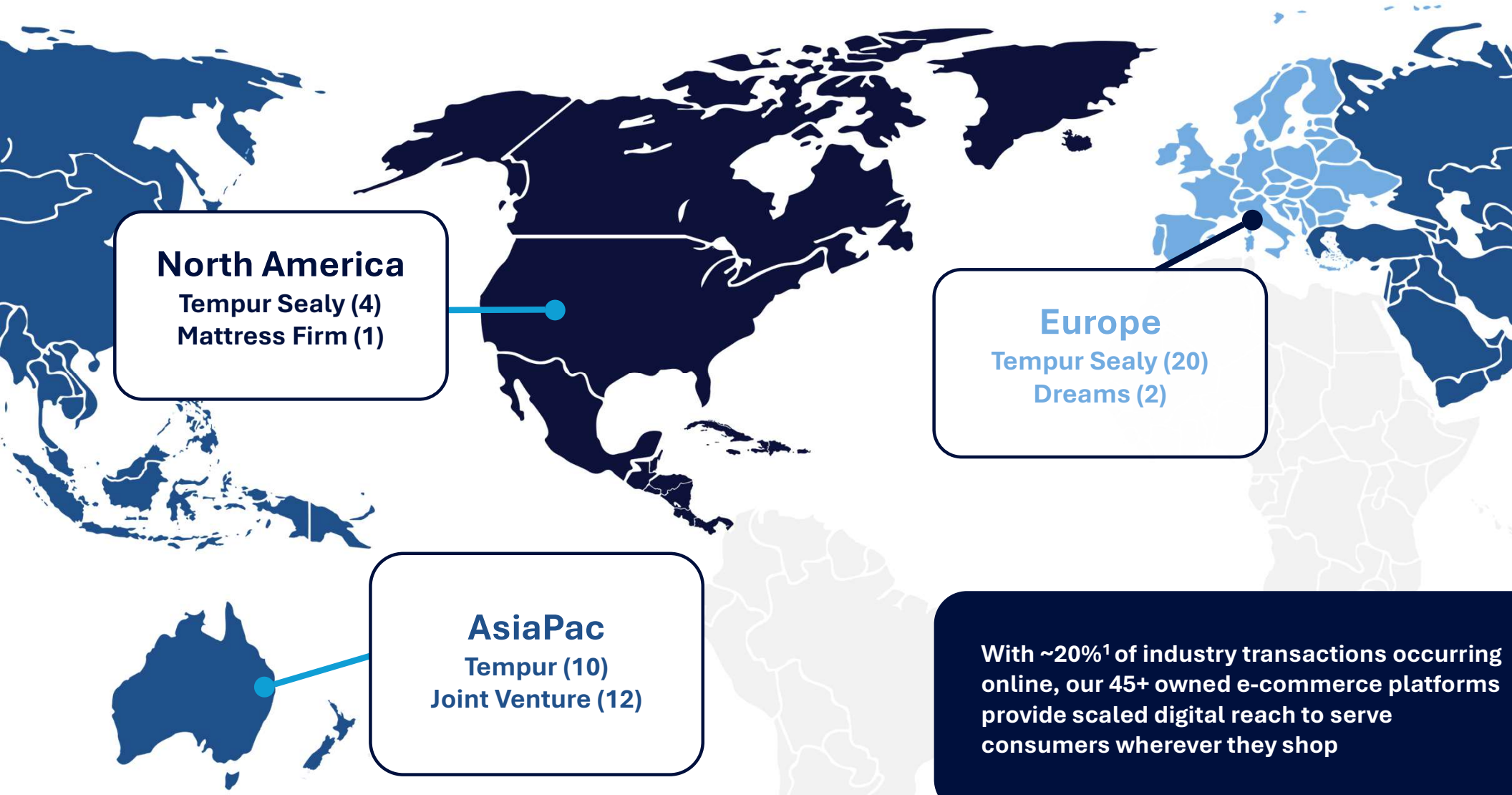
Includes wholly owned, joint venture, and licensing operations

SOMNIGROUP'S GLOBAL BRICK-AND-MORTAR RETAIL FOOTPRINT



Includes wholly owned and joint venture locations

SOMNIGROUP'S GLOBAL E-COMMERCE RETAIL FOOTPRINT



North America
Tempur Sealy (4)
Mattress Firm (1)

Europe
Tempur Sealy (20)
Dreams (2)

AsiaPac
Tempur (10)
Joint Venture (12)

With ~20%[1] of industry transactions occurring online, our 45+ owned e-commerce platforms provide scaled digital reach to serve consumers wherever they shop

Includes wholly owned and joint venture locations.

SOMNIGROUP EXECUTIVE TEAM

SCOTT THOMPSON
CHAIRMAN, CEO



TEMPUR+SEALY

CLIFF BUSTER
CEO



MATTRESSFIRM

STEVE RUSING
CEO



Leggett & Platt

KARL GLASSMAN
CEO



Dreams

JONATHAN HIRST
CEO



SOMNIGROUP

BHASKAR RAO
EVP, CFO



SOMNIGROUP

DAVID MONTGOMERY
EVP, GLOBAL BUSINESS DEVELOPMENT



SOMNIGROUP

KINDEL NUÑO
EVP, CHRO, GC



SOMNIGROUP

KINDRA BELLIS
EVP, CIO



SOMNIGROUP

TOM MURRAY
EVP, CMO

SOMNIGROUP'S ROBUST CAPITAL ALLOCATION

2020 - 2025

INVESTMENTS IN GROWTH INITIATIVES

$1B
invested in our plants and processes to drive operations

$5.6B
invested in accretive M&A activities

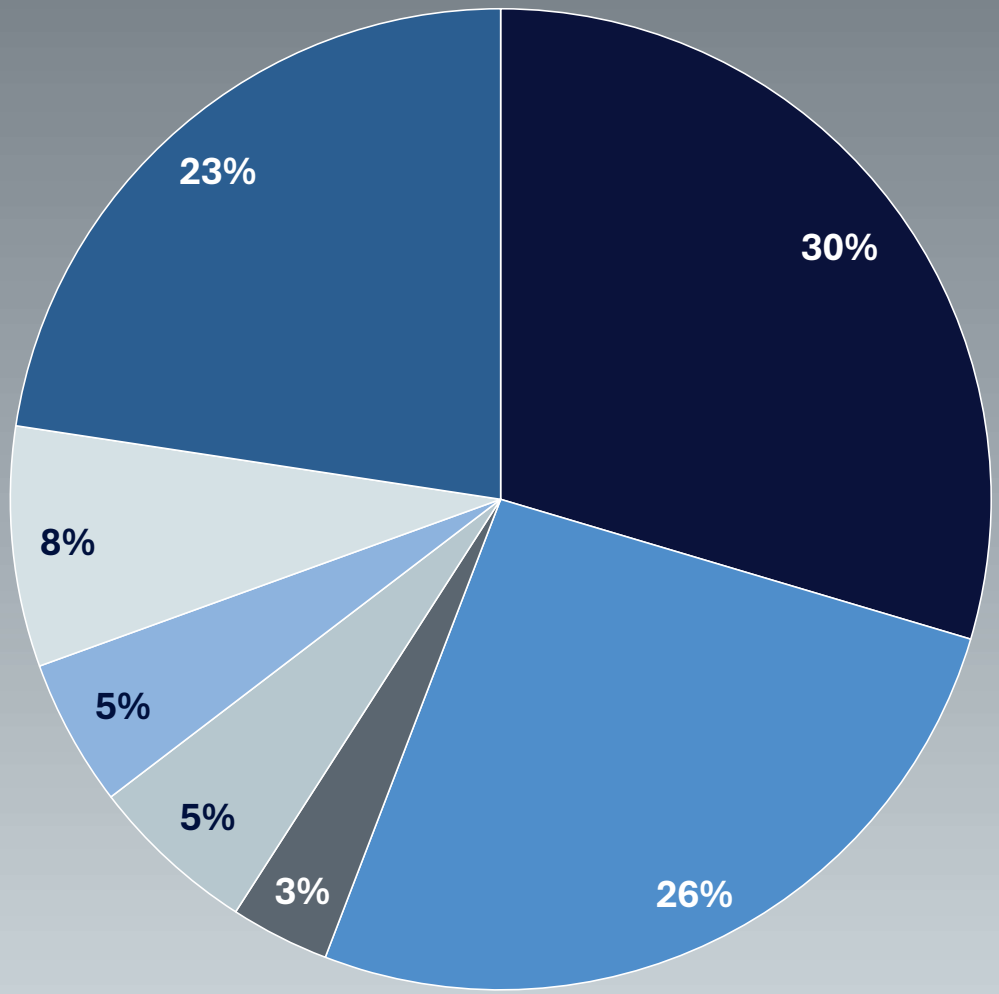
CAPITAL RETURNED TO SHAREHOLDERS

$2B
invested in share repurchases

$400M+
invested in quarterly dividends

2.0x-3.0x
target leverage[2] range

SOMNIGROUP 2025 GLOBAL SALES*



- Mattress Firm Direct Bedding
- North America Wholesale Bedding & Furnishings
- North America Direct Bedding
- International Wholesale Bedding & Furnishings
- International Direct Bedding
- Leggett Specialized Products
- Leggett Wholesale Bedding & Furnishings

*Sales are presented on a standalone basis for each segment, including intercompany sales. Sales have also been adjusted to exclude sales from divested businesses for Mattress Firm, Tempur Sealy North America and Leggett.

MATTRESSFIRM®

A Leading U.S. Bedding Retailer



OVERVIEW – MATTRESS FIRM

LEADING OMNICHANNEL U.S. RETAILER

2,100+ brick-and-mortar retail stores integrated with e-commerce and sleep education platforms to enable a seamless consumer purchase journey

STRONG CONSUMER ENGAGEMENT

Robust consumer touchpoints with deep insight into evolving preferences to optimize the consumer purchase journey and sustain consumer loyalty

EXCEPTIONAL RETAIL TALENT

5,400+ highly trained retail sales associates facilitate an educational and effective end-to-end consumer purchase journey

DIVERSIFIED PRODUCT OFFERING

Leading brands and complementary private labels provide a range of innovative consumer solutions



MATTRESSFIRM

MATTRESS FIRM'S DIVERSIFIED PRODUCT OFFERINGS

Somnigroup Brands and Private Label

- A leading retailer of Tempur-Pedic®, Sealy®, and Stearns & Foster® branded products
- Exclusive retailer of Sleepy's® and tulo® private label bedding manufactured by Tempur Sealy

Other Leading Brands

- A leading retailer of DreamCloud®, Purple®, Beautyrest®, Kingsdown®, Nectar®, Serta® and Ashley® branded products

SOMNIGROUP BRANDS AND PRIVATE LABELS ARE EXPECTED TO REPRESENT A

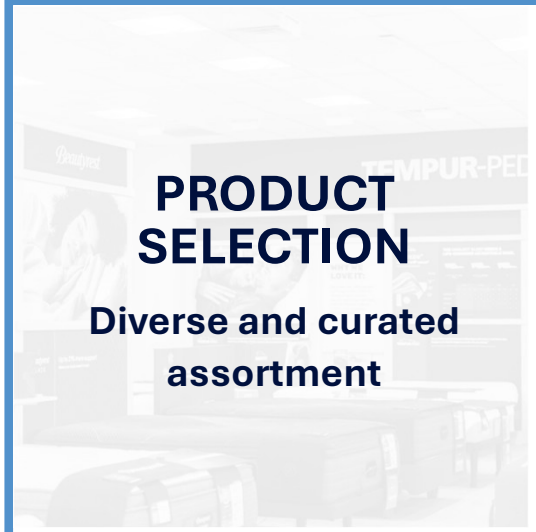
MID-60s PERCENTAGE

OF MATTRESS FIRM'S 2026 SALES[1]

MATTRESSFIRM

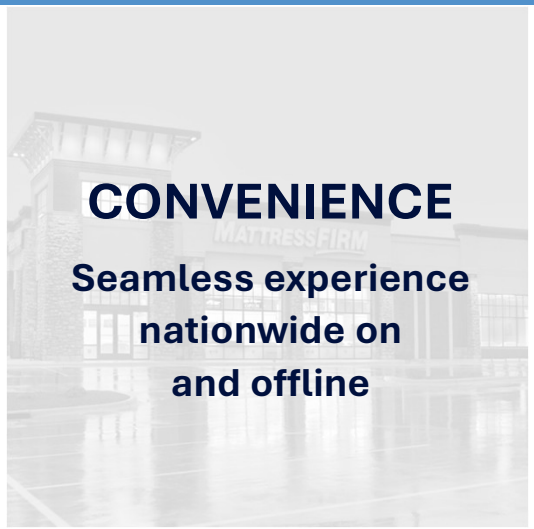
COMPETITIVE DIFFERENTIATORS

SCALE



PRODUCT SELECTION

Diverse and curated assortment



CONVENIENCE

Seamless experience nationwide on and offline



RETAIL EXPERTISE

Highly trained Sleep Experts



EXPERIENCE

Personalized to each consumer



CONSUMER TOUCHPOINTS

Data driven tools improving consumer outcomes



LOGISTICS

Accelerated order-to-deliver

SALES GROWTH OUTLOOK

Positioned to benefit from the U.S. bedding industry normalization

Continuously align brick-and-mortar footprint to consumer demand

Invest in stores and products to improve consumer shopping experience

Drive conversion and AOV through enhanced RSA training

Drive e-commerce traffic via strategic investments in digital marketing

Develop compelling branded exclusive products and private brands



TEMPUR + SEALY

A Leading Global Bedding Manufacturer



OVERVIEW – TEMPUR SEALY

CORE COMPETENCIES

- Consumer-Centric Innovation
- Leading Product Brands
- World-Class Manufacturing
- Integrated Marketing
- Extensive Logistics Capabilities

GEOGRAPHICAL CONCENTRATION

- ~70% Domestic
- ~30% International



PRODUCTS SOLD IN

100+

COUNTRIES WORLDWIDE

TEMPUR+SEALY

COMPETITIVE DIFFERENTIATORS

SCALE

ICONIC BRANDS
Consumer preferred supported by advertising

DIVERSE PORTFOLIO
Wide range of price points and technologies

GLOBAL MANUFACTURING
Extensive capabilities across 65+ plants

LOGISTICS
Global integrated logistics operations

RESEARCH & DEVELOPMENT
Advanced in-house technology and product development

MARKETING
Fully integrated data-driven marketing initiatives

BRAND PORTFOLIO



TEMPUR-PEDIC®: LEADING WORLDWIDE PREMIUM BEDDING BRAND

Tempur-Pedic® uniquely adapts, supports, and aligns to you to deliver truly life-changing sleep

$2,300-$10,600*



STEARNS & FOSTER®: HIGH-END-TARGETED BRAND

The world's finest beds that are made with exceptional materials, time-honored craftsmanship and impeccable design

$2,399-$5,999*



SEALY®: #1 BEDDING BRAND[1]

Combines innovation, engineering and industry-leading testing to ensure quality and durability

$400-$2,600*



PRIVATE LABEL OFFERINGS: CUSTOMIZED PRODUCT

Offers products for the value-oriented consumer

*Retail prices for a standard queen mattress.

SUCCESSFUL OMNI-DISTRIBUTION PLATFORM

Wholesale Bedding & Furnishings

- Third-party retailers are our largest distribution channel
- Significant private label opportunity
- Valued win-win relationships with retailers

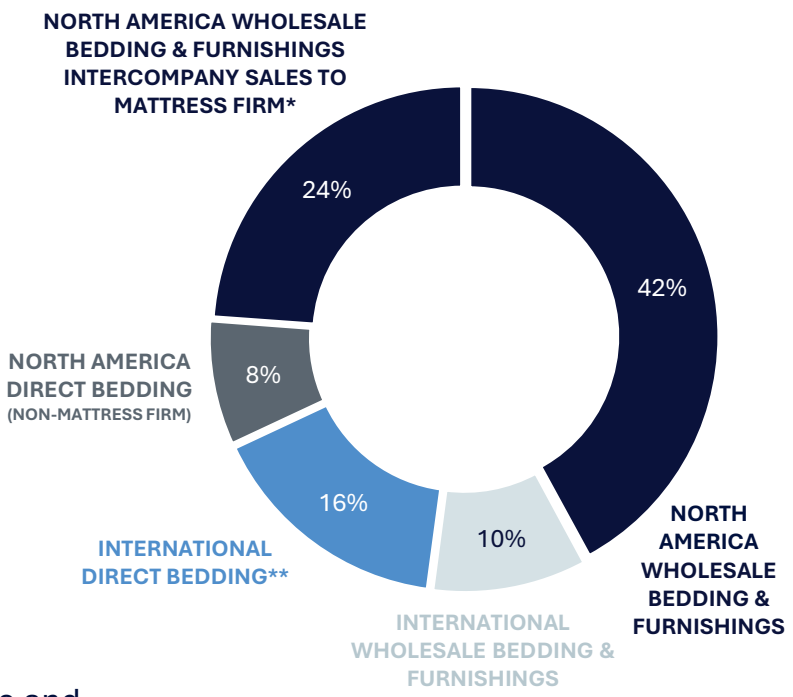
E-commerce

- Significant worldwide sales
- Highly profitable
- Direct customer relationships

Company-Owned Stores

- Luxury Tempur-Pedic® experiences
- Operate approximately 450+ stores worldwide and expanding direct customer relationships
- Highly profitable

TTM 3Q'26 Sales



*Eliminated on a consolidated basis in accordance with GAAP.
**International Direct Bedding sales includes Dreams sales.

TEMPUR+SEALY

KEY MARKETS

NORTH AMERICA

- $45B[1] bedding market
- Supported by durable replacement demand and increasing consumer focus on health, wellness and sleep quality
- Continued opportunities to expand through higher slot velocity, expansion into non-traditional channels, and growing DTC presence

INTERNATIONAL

- $75B[1] bedding market
- Supported by durable replacement demand and increasing consumer focus on health, wellness and sleep quality
- Opportunities for growth in existing and new international markets



*See historical U.S. industry detail in Appendix.

TEMPUR+SEALY

SALES GROWTH OUTLOOK

Positioned to benefit from the U.S. bedding industry normalization

Invest in innovation to meet customer demand

Grow wholesale through existing and new retail relationships

Expand into private label and hospitality segments

Invest in U.S. Sealy and Stearns & Foster® products and marketing

Expand direct-to-consumer through e-commerce and company-owned stores



TEMPUR+SEALY

Leggett & Platt

A Leading Global Manufacturer



OVERVIEW – LEGGETT & PLATT

ENGINEERING & INNOVATION LEADERSHIP

Deep technical expertise and R&D capabilities support differentiated product innovation across components and finished products, supporting leading positions across multiple industries

VERTICALLY INTEGRATED BEDDING PLATFORM

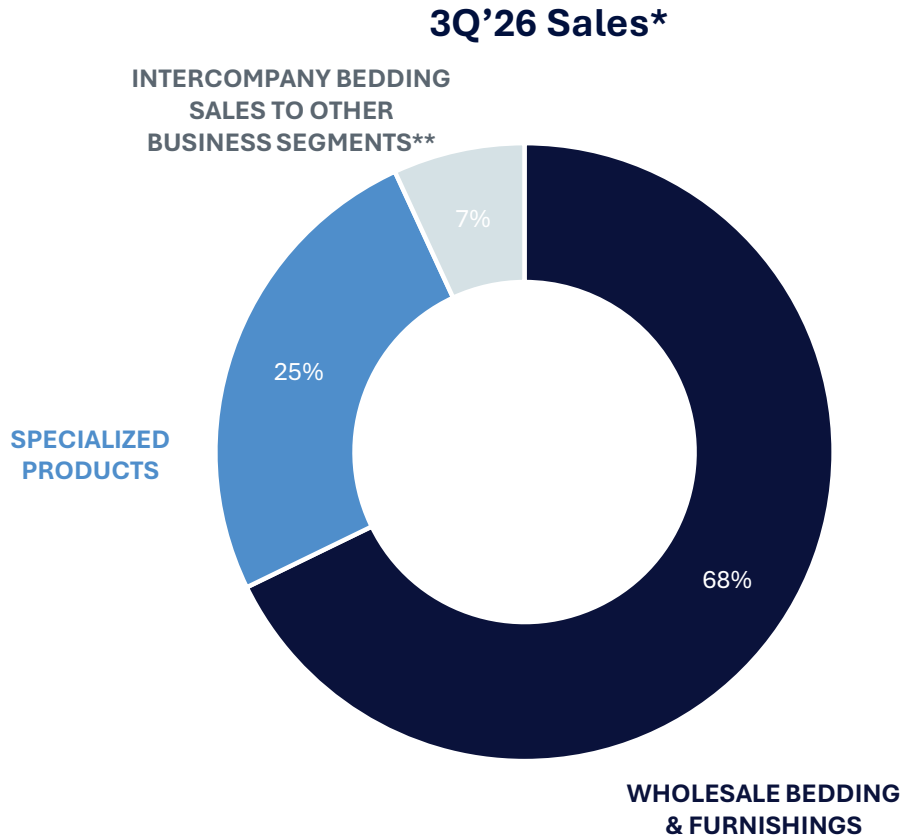
Integrated capabilities across the value chain and more than 1,000 bedding patents position the business as a comprehensive solutions provider to bedding customers

DIVERSIFIED END-MARKETS

Exposure across residential, commercial and industrial end markets provides diversified sales streams and multiple avenues for long-term growth

GLOBAL SCALE & CUSTOMER REACH

100+ manufacturing facilities create global reach and supply chain efficiency with localized manufacturing and distribution operations



*Reflects the Leggett & Platt sales for the period between closing and quarter-end.
**Intercompany sales are eliminated on a consolidated basis in accordance with GAAP.

LEGGETT PORTFOLIO: WHOLESALE BEDDING & FURNISHINGS

Leading manufacturer of components and finished products for residential, commercial, and industrial markets

BEDDING

Vertically-integrated manufacturing capabilities spanning steel rod and wire, innersprings, specialty foam, private label mattresses, adjustable bases and innerspring machinery

TEXTILES

Distributes geotextile solutions for infrastructure and environmental applications, and dyes, finishes, and converts woven and non-woven textiles into components serving a broad range of end markets

FURNITURE AND FLOORING

Designs, manufactures, and distributes furniture components, private label finished furniture products and flooring underlayment for residential and commercial markets



Leggett & Platt®

LEGGETT PORTFOLIO: SPECIALIZED PRODUCTS

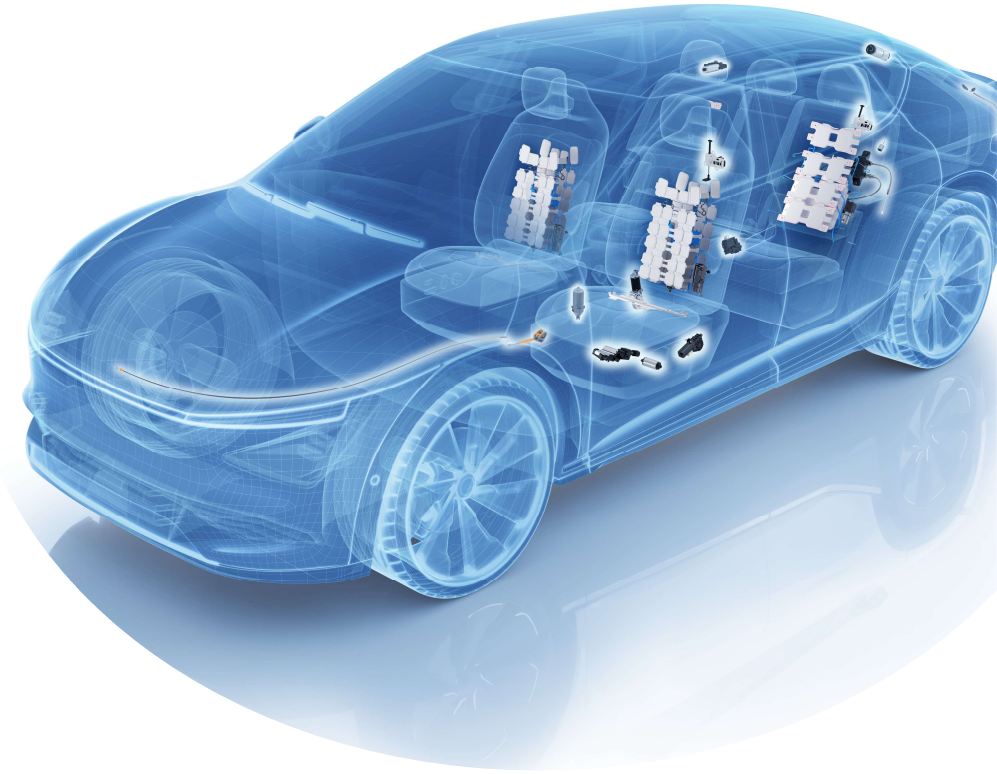
A trusted provider of engineered components and systems serving automotive and industrial markets worldwide

AUTOMOTIVE

- Leading comfort, motion and actuation solutions for automotive OEMs and Tier 1 suppliers, supported by in-house ergonomics and software expertise, end-to-end capabilities from rapid prototyping through high-volume production, and a strategic global manufacturing footprint

HYDRAULICS

- Engineered hydraulic cylinder solutions for leading global OEMs across material handling, transportation and heavy construction, supported by in-house engineering expertise and customized, high-quality manufacturing capabilities



COMPETITIVE DIFFERENTIATORS

SCALE

LEADING PORTFOLIO
Market-leading component and product assortment

R&D
Advanced technology and product development

VERTICAL INTEGRATION
End-to-end bedding manufacturing expertise

OPERATIONAL EXCELLENCE
Engineering expertise enables industry-leading quality

GLOBAL REACH
Expansive manufacturing and distribution footprint

DIVERSE END MARKETS
Broad addressable markets across diversified sectors

SALES GROWTH OUTLOOK

Positioned to benefit from the U.S. bedding industry normalization

Expand customer partnerships through co-developed solutions

Scale proven capabilities across new customers and end markets

Leverage vertical integration to deliver comprehensive solutions

Accelerate innovation and category-leading differentiation



Leggett & Platt®

Dreams

A Leading UK Bedding Retailer



OVERVIEW – DREAMS

LEADING UK BEDDING RETAILER

225+ brick-and-mortar retail stores, 2,000+ colleagues, and an integrated e-commerce platform attracting over 18M visitors[3] annually

VERTICALLY INTEGRATED

In-house manufacturing, distribution and logistics operations result in Dreams producing and delivering the majority of the product it sells

DIVERSIFIED PRODUCT OFFERING

Multi-branded strategy comprised of in-house brands, Tempur Sealy brands, and third-party brands

GROWTH OPPORTUNITY

Driving growth through leveraging its vertically integrated business model and broad brand range of offerings to meet consumer needs



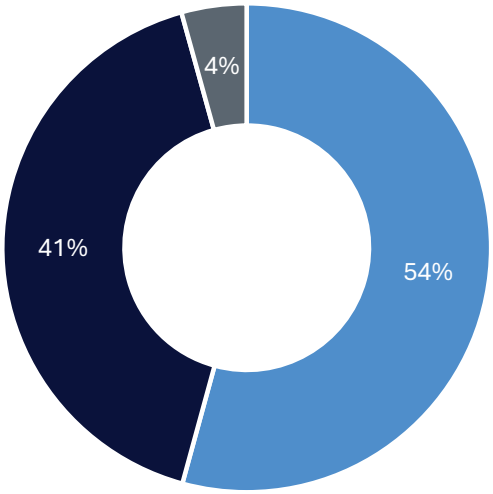
Dreams

FINANCIALS



THIRD QUARTER PERFORMANCE

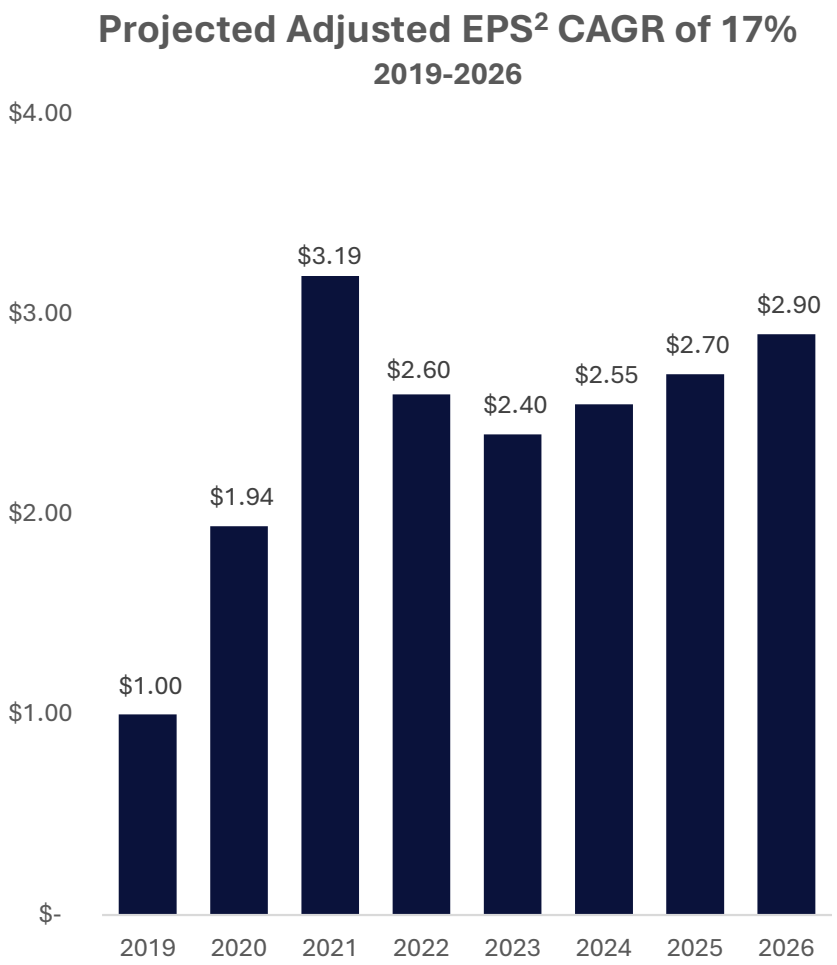
Q3 '26 Sales by Channel



(in millions, except percentages and per common share amounts)	Three Months Ended			Trailing Twelve Months		
	September 30, 2026	September 30, 2025	% Change	September 30, 2026	September 30, 2025	% Change
Net Sales	$2,351	$2,123	10.8%	$7,844	$6,816	15.1%
Net Income	$164	$177	-7.8%	$519	$315	64.8%
Adjusted Net Income[2]	$229	$201	13.7%	$630	$519	21.4%
EBITDA[2]	$375	$379	-1.0%	$1,265	$885	42.9%
Adjusted EBITDA[2]	$448	$419	6.8%	$1,389	$1,177	18.0%
GAAP EPS	$0.74	$0.83	-10.8%	$2.41	$1.53	57.5%
Adjusted EPS[2]	$1.04	$0.95	9.5%	$2.94	$2.57	14.0%

2026 OUTLOOK[3]

Expect full-year adjusted EPS[2] of $2.90 at the midpoint



- The global bedding industry to be down mid-single digits in the back half of the year
- We expect sales of approximately $8.65B at the midpoint
- Consolidated adjusted gross margin to be slightly above 41%
- Approximately $680M of advertising investments
- Resulting in adjusted EBITDA[2] of $1.4B at the midpoint

Other Modeling Assumptions	
Depreciation & Amortization	$330M
Capital Expenditures	$255M
Interest Expense	$240M
U.S. Federal Tax Rate	25%
Diluted Share Count*	220M shares

*Expect fourth quarter 2026 weighted average diluted share count of approximately 233 million shares.

MATTRESS FIRM ACQUISITION NET SYNERGIES[3]

Adjusted EBITDA[1,2] Impact	2025 Actual	2026 Target	2027 Target	Total
(in millions)				
Sales Synergies	$60	$65	$0	$125
Cost Synergies	$20	$65	$50	$135
Total	**$80**	**$130**	**$50**	**$260**

SALES SYNERGIES

- Mattress Firm is further aligning their merchandising to consumer demand
- As a result, we are realizing meaningful expansion in Tempur Sealy's balance of share at Mattress Firm, resulting in incremental Tempur Sealy EBITDA[2]
- We are also realizing an EBITDA[2] benefit from enhanced economics as Mattress Firm deepens relationships with key third-party suppliers

COST SYNERGIES

- Expanded scale and vertical integration drive operational efficiencies across sourcing, manufacturing, and logistics
- Enhanced visibility to consumer demand creates opportunities for agile supply chain management

Sales synergies are based on Mattress Firm 2025 reported sales of $3.5B.

LEGGETT & PLATT ACQUISITION NET SYNERGIES[3]

Adjusted EBITDA[1,2] Impact	2027 Target	2028-2029 Target	Total
(in millions)			
Synergies	$25	$50	$75

SYNERGIES

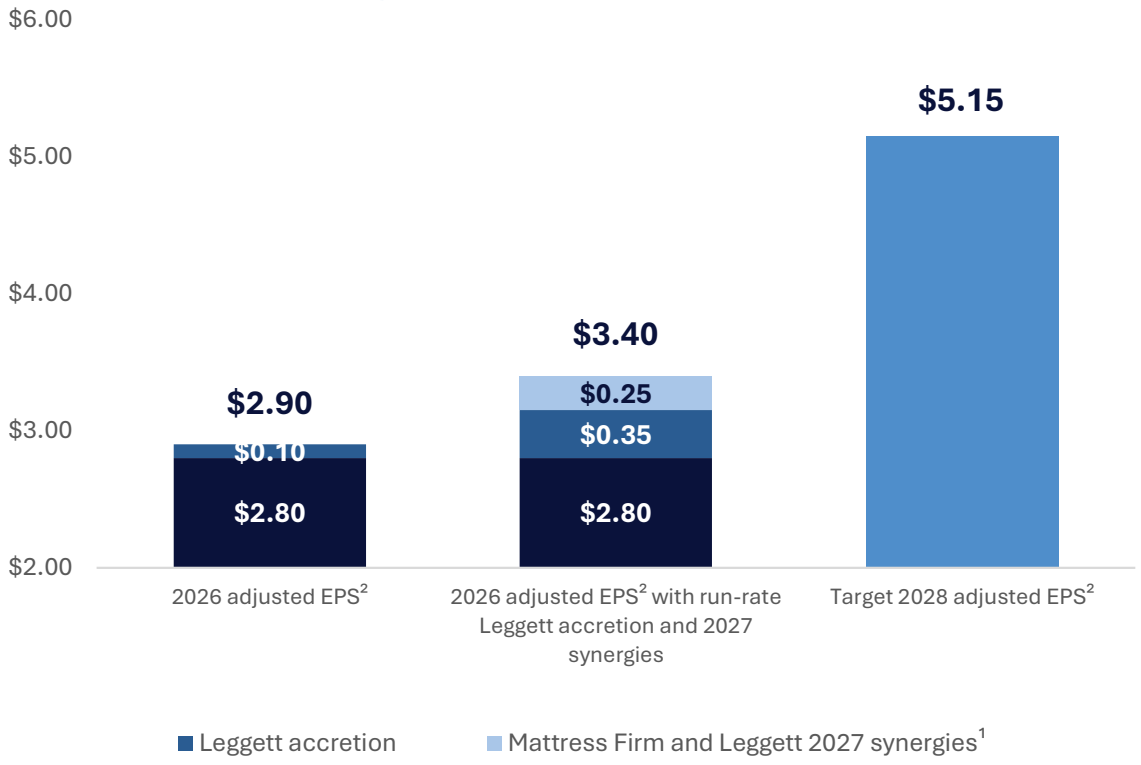
- Increase internal sourcing and leverage combined purchasing scale across key raw materials
- Optimize manufacturing footprint, distribution network, and broader supply chain operations
- Eliminate duplicative corporate costs and improve organizational efficiency across the platform
- Enhance product development and innovation capabilities across the combined organization
- Accelerate restructuring and productivity initiatives across Leggett operations



TARGET 2028 EPS[3]

2026-2028

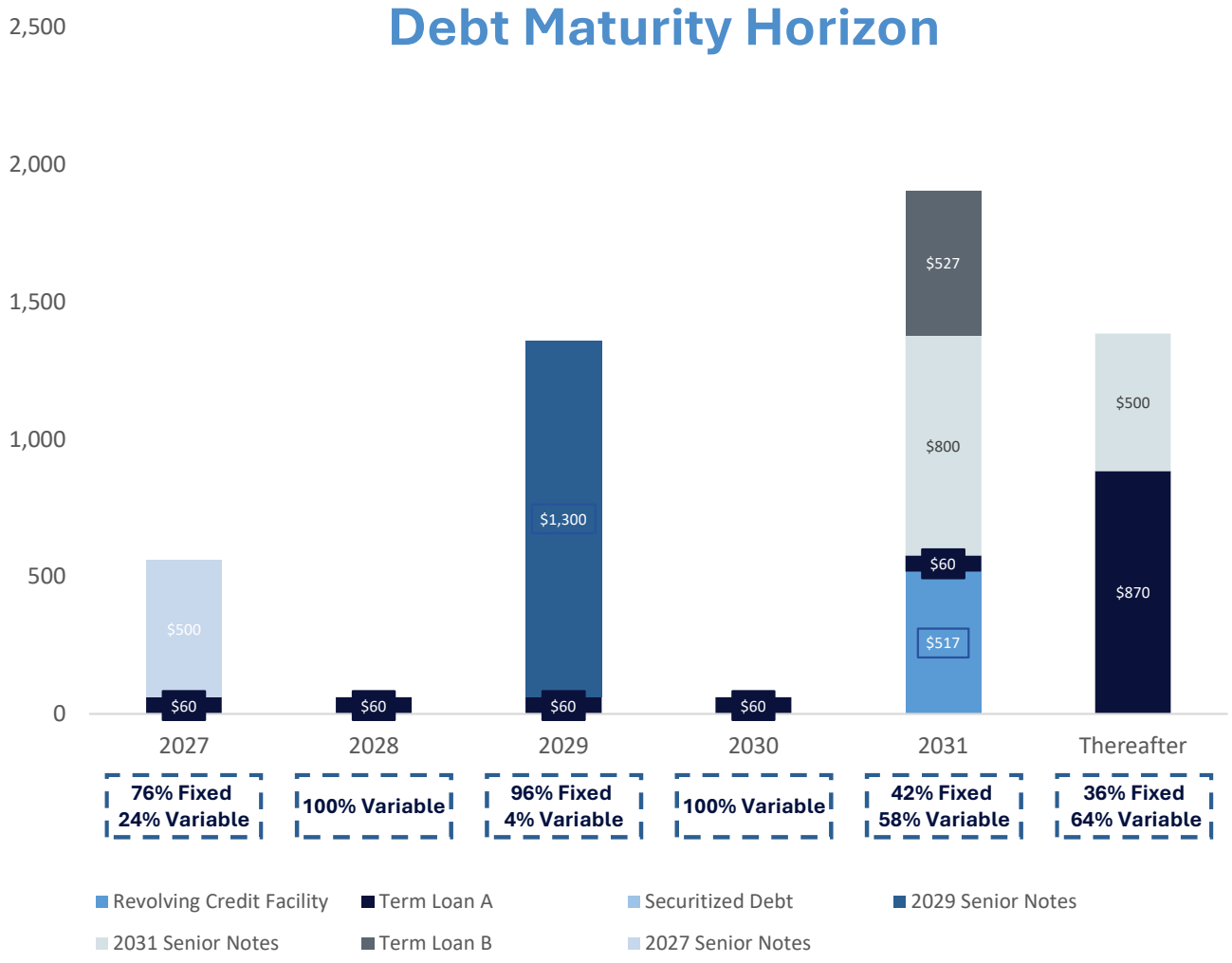
Normalized 2026 Adjusted EPS[2] and Target 2028 Adjusted EPS[2]



2026 EPS of $2.90 reflects the 2026 guidance midpoint, which includes approximately $0.10 of accretion from the partial year of Leggett.

CAPITAL STRUCTURE

- Leverage[2] was 2.7x and liquidity was ~$1.1B as of 9/30/26
- Credit ratings
  - Fitch: BB+
  - Moody's: Ba1
  - S&P: BB+



Thank you for your interest in

SOMNIGROUP

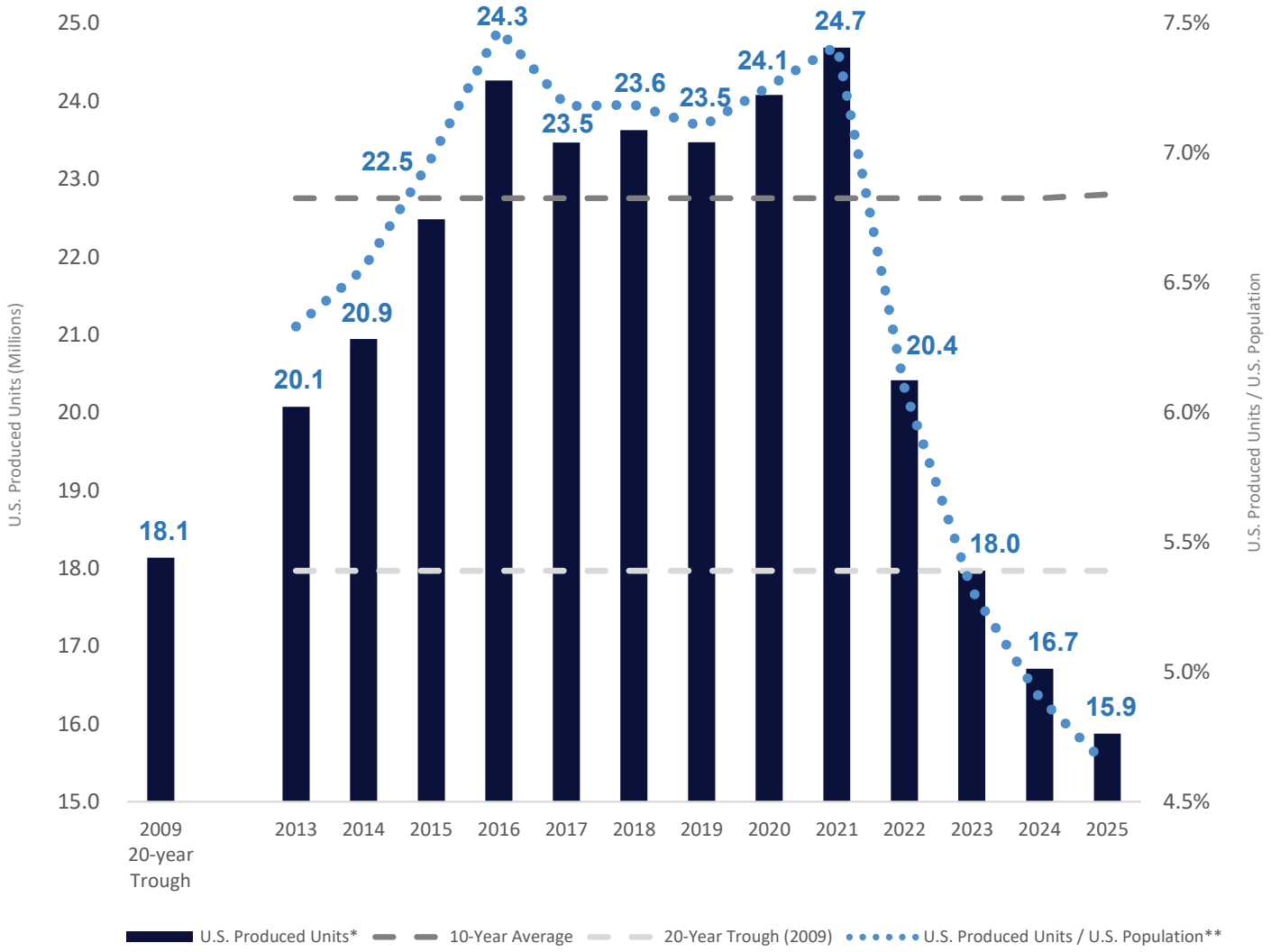
For more information, please email: investor.relations@somnigroup.com

APPENDIX



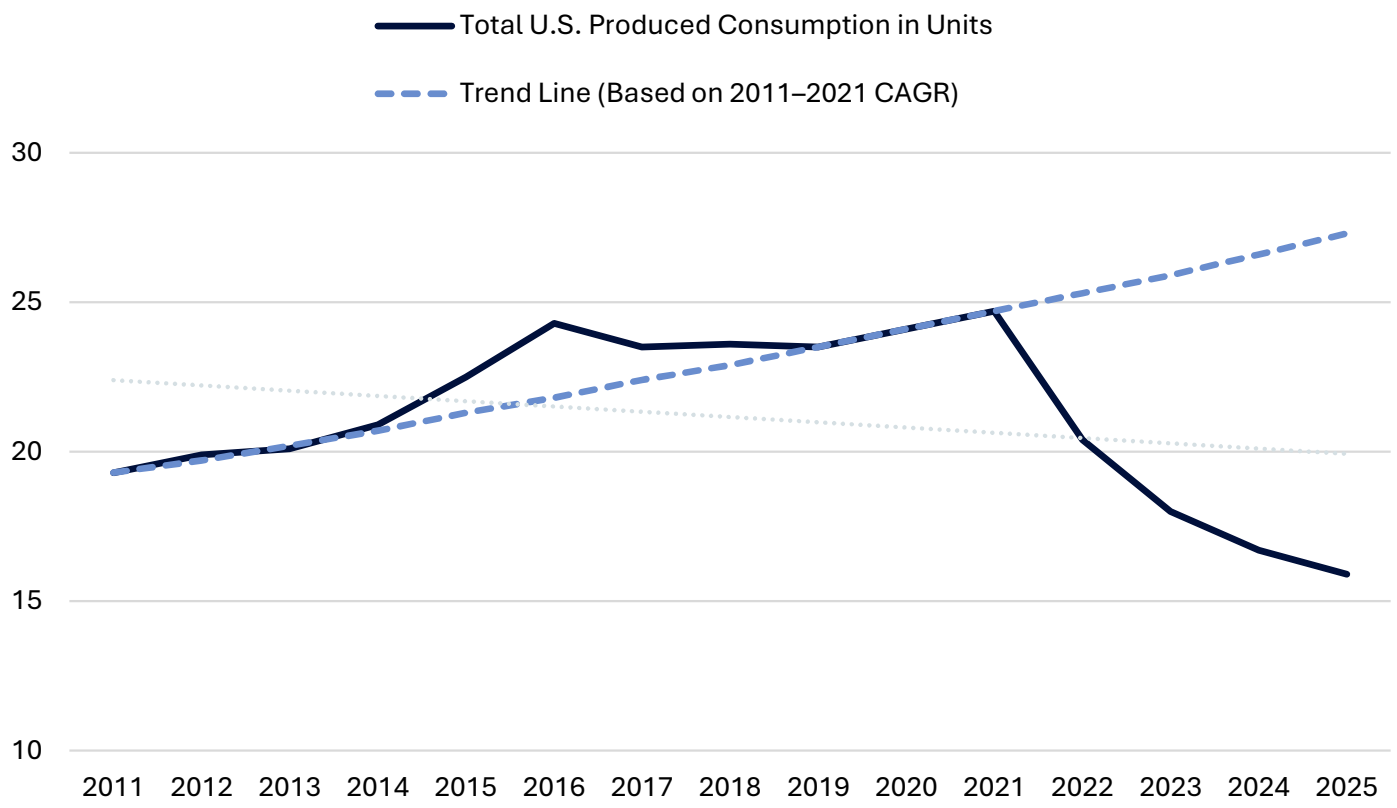
U.S. HISTORICAL INDUSTRY VOLUMES[1]

U.S. Produced Mattress Units



* We believe that imported mattresses have similarly declined in recent years.
** U.S. population is based on data from the U.S. Census Bureau.

SGI VIEW - U.S. MATTRESS INDUSTRY ANALYSIS[1]



SUSTAINABILITY INITIATIVES

2026 Updates

Environmental

- Expanded our emissions reporting boundary to include manufacturing, logistics, and retail operations across Somnigroup, including Tempur Sealy, Mattress Firm, and Dreams, providing a more comprehensive view of energy consumption and emissions and establishing a stronger foundation for future tracking and reduction efforts
- Implemented a Deforestation Policy to strengthen responsible sourcing practices, promote sustainable forest management, and enhance supply chain due diligence
- Achieved zero waste to landfill status at 100% of our Tempur Sealy and Dreams corporate offices and R&D labs by 2025 and maintained zero waste to landfill status at all our wholly owned global manufacturing operations

Purpose

- Received the Product Development and Management Association Outstanding Corporate Innovator Award for Tempur Sealy, recognizing our sustained excellence in product innovation and consistent execution in bringing new products to market
- Continued to advance product innovation by delivering new technologies and sleep solutions, including the launch of the Sealy Posturepedic® collection featuring PrecisionFit™ Coil technology, designed to enhance support, improve alignment, and elevate sleep quality across a range of consumer needs and price points
- Contributed over $26 million in product and monetary donations to charitable causes

People

- Advanced employee health and safety performance through comprehensive initiatives, including continued improvement in key safety metrics such as reduced injury rates
- Formalized an internal policy on artificial intelligence governance that outlines how we responsibly manage the use of AI tools across the organization while safeguarding data, mitigating risk, and upholding ethical standards
- Strengthened employee engagement and culture, achieving engagement scores of 77% at Tempur Sealy and 76% at Mattress Firm, both exceeding industry benchmarks, with high participation rates across global surveys



The impact of acquisitions will be integrated into our Corporate Responsibility disclosures and initiatives 24 months after closing.

FORWARD-LOOKING STATEMENTS

This investor presentation contains statements regarding the Company's expectations of future performance, statements relating to the Company's expectations regarding the Mattress Firm acquisition and the Leggett & Platt acquisition, integration of acquired companies with our business (including Mattress Firm and Leggett & Platt), the Company's quarterly cash dividend, the Company's expectations regarding geopolitical events (including the war in Ukraine, the war in the Middle East, and any related effect on pricing, sales, and supply of materials), the Company's share repurchase targets, the Company's expectations regarding net sales and adjusted EPS for 2026 and subsequent periods and the Company's expectations for increasing sales growth, product launches, channel growth, acquisitions and commodities outlook, expectations regarding the imposition of new tariffs and retaliatory tariffs, increases in existing tariffs and other changes in trade policy and regulations, changes in tax laws generally, including the H.R. 1 bill, a potential U.S. government shutdown and its effect on sales and supply of materials, and expectations regarding supply chain disruptions and the macroeconomic environment. Any forward-looking statements contained herein are based upon current expectations and beliefs and various assumptions. There can be no assurance that the Company will realize these expectations, meet its guidance, or that these beliefs will prove correct.

Numerous factors, many of which are beyond the Company's control, could cause actual results to differ materially from any that may be expressed herein as forward-looking statements. These potential risks include the factors discussed in the Company's Annual Report on Form 10-K for the year ended December 31, 2025. There may be other factors that may cause the Company's actual results to differ materially from the forward-looking statements. The Company undertakes no obligation to update any forward-looking statement to reflect events or circumstances after the date on which such statement is made.

Note Regarding Historical Financial Information:
In this investor presentation we provide or refer to certain historical information for the Company. For a more detailed discussion of the Company's financial performance, please refer to the Company's SEC filings.

Note Regarding Trademarks, Trade Names, and Service Marks:
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Limitations on Guidance: The guidance included herein is from or supplemental to the Company's press release and related earnings call on November 9, 2026. The Company is neither reconfirming this guidance as of the date of this investor presentation nor assuming any obligation to update or revise such guidance. See above.

USE OF NON-GAAP FINANCIAL MEASURES INFORMATION

In this investor presentation and certain of its press releases and SEC filings, the Company provides information regarding adjusted net income, adjusted EPS, EBITDA, adjusted EBITDA, free cash flow, consolidated indebtedness less netted cash, and leverage, which are not recognized terms under U.S. Generally Accepted Accounting Principles ("GAAP") and do not purport to be alternatives to net income and earnings per share as a measure of operating performance, an alternative to cash provided by operating activities as a measure of liquidity, or an alternative to total debt. The Company believes these non-GAAP measures provide investors with performance measures that better reflect the Company's underlying operations and trends, including trends in changes in margin and operating expenses, providing a perspective not immediately apparent from net income and operating income. The adjustments management makes to derive the non-GAAP measures include adjustments to exclude items that may cause short-term fluctuations in the nearest GAAP measure, but which management does not consider to be the fundamental attributes or primary drivers of the Company's business.

The Company believes that exclusion of these items assists in providing a more complete understanding of the Company's underlying results from continuing operations and trends, and management uses these measures along with the corresponding GAAP financial measures to manage the Company's business, to evaluate its consolidated and business segment performance compared to prior periods and the marketplace, to establish operational goals and management incentive goals, and to provide continuity to investors for comparability purposes. Limitations associated with the use of these non-GAAP measures include that these measures do not present all the amounts associated with the Company's results as determined in accordance with GAAP. These non-GAAP measures should be considered supplemental in nature and should not be construed as more significant than comparable measures defined by GAAP. Because not all companies use identical calculations, these presentations may not be comparable to other similarly titled measures of other companies. For more information regarding the use of these non-GAAP financial measures, please refer to the reconciliations on the following pages and the Company's SEC filings.

EBITDA and Adjusted EBITDA

A reconciliation of the Company's GAAP net income to EBITDA and adjusted EBITDA per credit facility is provided on the subsequent slides. Management believes that the use of EBITDA and adjusted EBITDA per credit facility provides investors with useful information with respect to the Company's operating performance and comparisons from period to period as well as the Company's compliance with requirements under its credit agreement.

Adjusted Net Income and Adjusted EPS

A reconciliation of the Company's GAAP net income to adjusted net income and a calculation of adjusted EPS are provided on subsequent slides. Management believes that the use of adjusted net income and adjusted EPS also provides investors with useful information with respect to the Company's operating performance and comparisons from period to period. Forward-looking Adjusted EPS is a non-GAAP financial measure. The Company is unable to reconcile this forward-looking non-GAAP measure to EPS, its most directly comparable forward-looking GAAP financial measure, without unreasonable efforts, because the Company is currently unable to predict with a reasonable degree of certainty the type and extent of certain items that would be expected to impact EPS in 2026.

Leverage

Consolidated indebtedness less netted cash to adjusted EBITDA per credit facility, which the Company may refer to as leverage, is provided on a subsequent slide and is calculated by dividing consolidated indebtedness less netted cash, as defined by the Company's senior secured credit facility, by adjusted EBITDA per credit facility. The Company provides this as supplemental information to investors regarding the Company's operating performance and comparisons from period to period, as well as general information about the Company's progress in managing its leverage.

QTD ADJUSTED NET INCOME[2] AND ADJUSTED EPS[2]

(in millions, except per share amounts)	Three Months Ended	
	September 30, 2026	**September 30, 2025**
Net income	$ 163.5	$ 177.4
Transaction costs [(1)]	35.5	(0.9)
Business combination charges, Leggett & Platt [(2)]	14.8	—
Loss on extinguishment of debt [(3)]	13.0	—
Non-cash effects of purchase accounting [(4)]	10.0	—
Business combination charges, Mattress Firm [(5)]	9.0	32.2
Supply chain transition costs [(6)]	—	7.3
Disposition-related costs [(7)]	—	1.3
Adjusted income tax provision [(8)]	(16.9)	(15.9)
Adjusted net income	$ 228.9	$ 201.4
Adjusted earnings per common share, diluted	$ 1.04	$ 0.95
Diluted shares outstanding	220.2	212.5

*For a reconciliation net income to adjusted net income and adjusted EPS in prior reporting periods, please refer to the Company's SEC filings.

QTD ADJUSTED NET INCOME[2] AND ADJUSTED EPS[2]

(1) In the third quarter of 2026, we recorded $35.5 million of transaction costs, primarily associated with legal and professional fees related to the Leggett & Platt Acquisition. In the third quarter of 2025, we recorded a benefit of $0.9 million of transaction costs related to the Mattress Firm Acquisition.

(2) In the third quarter of 2026, we recorded $14.8 million of business combination charges related to the Leggett & Platt Acquisition.

(3) In the third quarter of 2026, we recognized $13.0 million of loss on extinguishment of debt associated with the refinancing of its senior secured credit facilities.

(4) In the third quarter of 2026, we recorded $10.0 million of non-cash charges related to fair value adjustments recorded in accordance with business combination accounting.

(5) In the third quarter of 2026, we recorded $9.0 million of business combination charges related to the Mattress Firm Acquisition. In the third quarter of 2025, we recorded $32.2 million of business combination charges related to the Mattress Firm Acquisition.

(6) In the third quarter of 2025, we recognized $7.3 million in supply chain transition costs, primarily related to a manufacturing facility lease termination.

(7) In the third quarter of 2025, we recognized $1.3 million of disposition-related costs, primarily related to retail store transition costs incurred for the divestiture to Mattress Warehouse.

(8) Adjusted income tax provision represents the tax effects associated with the aforementioned items and other non-recurring discrete items.

*For a reconciliation net income to adjusted net income and adjusted EPS in prior reporting periods, please refer to the Company's SEC filings.

TTM ADJUSTED NET INCOME[2] AND ADJUSTED EPS[2]

(in millions, except per common share amounts)	Trailing Twelve Months Ended September 30, 2026
Net income	$ 519.4
Transaction costs [1]	47.5
Non-cash effects of purchase accounting [2]	10.0
Business combination charges, Mattress Firm [3]	34.3
Business combination charges, Leggett & Platt [4]	14.8
Loss on extinguishment of debt [5]	13.0
Legal and other charges [6]	8.6
Cloud-based computing arrangements impairment [7]	6.2
Adjusted income tax provision [8]	(24.1)
Total adjustments	$ 110.3
Adjusted net income	$ 629.7
Adjusted earnings per share, diluted	$ 2.93

(1) In the trailing twelve months ended September 30, 2026, we recognized $47.5 million of transaction costs primarily related to the Leggett & Platt Acquisition.

(2) In the trailing twelve months ended September 30, 2026, we recorded $10.0 million of non-cash charges related to fair value adjustments recorded in accordance with business combination accounting.

(3) In the trailing twelve months ended September 30, 2026, we recognized $34.3 million of business combination charges primarily related to the floor model transition associated with the refinement of Mattress Firm's multi-branded merchandising plan, professional fees and restructuring costs.

(4) In the trailing twelve months ended September 30, 2026, we recorded $14.8 million of business combination charges related to the Leggett & Platt Acquisition.

(5) In the trailing twelve months ended September 30, 2026, we recognized $13.0 million of loss on extinguishment of debt associated with the refinancing of its senior secured credit facilities.

(6) In the trailing twelve months ended September 30, 2026, we recorded $8.6 million of one-time charges, including $6.1 million of legal fees and $2.5 million of customer-related charges.

(7) In the trailing twelve months ended September 30, 2026, we recorded $6.2 million of impairment charges related to certain cloud-based computing arrangements.

(8) Adjusted income tax provision represents the tax effects associated with the aforementioned items and other non-recurring discrete items.

*For a reconciliation net income to adjusted net income and adjusted EPS in prior reporting periods, please refer to the Company's SEC filings.

QTD ADJUSTED EBITDA[2]

(in millions)	Three Months Ended September 30, 2026	Three Months Ended September 30, 2025
Net income	$ 163.5	$ 177.4
Interest expense, net	58.4	69.9
Non-cash effects of purchase accounting, interest expense (1)	0.9	—
Income tax provision	59.9	56.2
Depreciation and amortization	83.4	75.5
Non-cash effects of purchase accounting, depreciation & amortization (1)	9.1	—
EBITDA	$ 375.2	$ 379.0
Adjustments:		
Transaction costs (2)	35.5	(0.9)
Business combination charges, Leggett & Platt (3)	14.8	—
Loss on extinguishment of debt (4)	13.0	—
Business combination charges, Mattress Firm (5)	9.0	32.2
Supply chain transition costs (6)	—	7.3
Disposition-related costs (7)	—	1.3
Adjusted EBITDA	$ 447.5	$ 418.9

(1) In the third quarter of 2026, we recorded $10.0 million of non-cash charges related to fair value adjustments recorded in accordance with business combination accounting.

(2) In the third quarter of 2026, we recorded $35.5 million of transaction costs, primarily associated with legal and professional fees related to the Leggett & Platt Acquisition. In the third quarter of 2025, we recorded a benefit of $0.9 million of transaction costs related to the Mattress Firm Acquisition.

(3) In the third quarter of 2026, we recorded $14.8 million of business combination charges related to the Leggett & Platt Acquisition.

(4) In the third quarter of 2026, we recognized $13.0 million of loss on extinguishment of debt associated with the refinancing of its senior secured credit facilities.

(5) In the third quarter of 2026, we recorded $9.0 million of business combination charges related to the Mattress Firm Acquisition. In the third quarter of 2025, we recorded $32.2 million of business combination charges related to the Mattress Firm Acquisition.

(6) In the third quarter of 2025, we recognized $7.3 million in supply chain transition costs, primarily related to a manufacturing facility lease termination.

(7) In the third quarter of 2025, we recognized $1.3 million of disposition-related costs, primarily related to retail store transition costs incurred for the divestiture to Mattress Warehouse.

*For a reconciliation net income to EBITDA and Adjusted EBITDA in prior reporting periods, please refer to the Company's SEC filings.

TTM ADJUSTED EBITDA[2]

(in millions)	Trailing Twelve Months Ended September 30, 2026
Net income	$ 519.4
Interest expense, net	241.6
Non-cash effects of purchase accounting, interest expense (1)	0.9
Income tax provision	183.3
Depreciation and amortization	310.6
Non-cash effects of purchase accounting, depreciation & amortization (1)	9.1
EBITDA	$ 1,264.9
Adjustments:	
Transaction costs (2)	47.5
Business combination charges, Mattress Firm (3)	34.3
Business combination charges, Leggett & Platt (4)	14.8
Loss on extinguishment of debt (5)	13.0
Legal and other charges (6)	8.6
Cloud-based computing arrangements impairment (7)	6.2
Adjusted EBITDA	$ 1,389.3
Earnings from Leggett & Platt prior to acquisition (8)	330.5
Future cost synergies to be realized from Leggett & Platt acquisition (9)	75.0
Future cost synergies to be realized from Mattress Firm acquisition (10)	70.0
Adjusted EBITDA per credit facility	$ 1,864.8
Consolidated indebtedness less netted cash	$ 5,014.9
Ratio of consolidated indebtedness less netted cash to adjusted EBITDA per credit facility	2.69 times

*For a reconciliation net income to EBITDA and Adjusted EBITDA in prior reporting periods, please refer to the Company's SEC filings.

TTM ADJUSTED EBITDA[2]

(1) In the trailing twelve months ended September 30, 2026, we recorded $10.0 million of non-cash charges related to fair value adjustments recorded in accordance with business combination accounting.

(2) In the trailing twelve months ended September 30, 2026, we recognized $47.5 million of transaction costs primarily related to the Leggett & Platt Acquisition.

(3) In the trailing twelve months ended September 30, 2026, we recognized $34.3 million of business combination charges primarily related to the floor model transition associated with the refinement of Mattress Firm's multi-branded merchandising plan, professional fees and restructuring costs.

(4) In the trailing twelve months ended September 30, 2026, we recorded $14.8 million of business combination charges related to the Leggett & Platt Acquisition.

(5) In the trailing twelve months ended September 30, 2026, we recognized $13.0 million of loss on extinguishment of debt associated with the refinancing of its senior secured credit facilities.

(6) In the trailing twelve months ended September 30, 2026, we recorded $8.6 million of one-time charges, including $6.1 million of legal fees and $2.5 million of customer-related charges.

(7) In the trailing twelve months ended September 30, 2026, we recorded $6.2 million of impairment charges related to certain cloud-based computing arrangements.

(8) We completed the Leggett & Platt Acquisition on August 26, 2026 and designated this subsidiary as restricted under the 2023 Credit Agreement. For covenant compliance purposes, we included $330.5 million of Leggett & Platt adjusted EBITDA for the period prior to acquisition in our calculation of adjusted EBITDA per credit facility for the trailing twelve months ended September 30, 2026.

(9) In the trailing twelve months ended September 30, 2026, we are permitted to include $75.0 million of future cost synergies expected to be realized in connection with the Leggett & Platt Acquisition for the purpose of calculating our adjusted EBITDA in accordance with the 2023 Credit Agreement.

(10) In the trailing twelve months ended September 30, 2026, we are permitted to include $70.0 million of future cost synergies expected to be realized in connection with the Mattress Firm Acquisition for the purpose of calculating our adjusted EBITDA in accordance with the 2023 Credit Agreement.

*For a reconciliation net income to EBITDA and Adjusted EBITDA in prior reporting periods, please refer to the Company's SEC filings.

LEVERAGE[2] RECONCILIATION

(in millions)	September 30, 2026
Total debt, net	$ 5,381.6
Plus: Deferred financing costs [(1)]	245.4
Total debt	5,627.0
Less: Netted cash [(2)]	612.1
Consolidated indebtedness less netted cash	$ 5,014.9

(1) We present deferred financing costs as a direct reduction from the carrying amount of the related debt in the Condensed Consolidated Balance Sheets. For purposes of determining total debt for financial covenant purposes, we have added these costs back to total debt, net as calculated per the Condensed Consolidated Balance Sheets.

(2) Netted cash includes cash and cash equivalents for domestic and foreign subsidiaries designated as restricted subsidiaries in the 2023 Credit Agreement.

*For a reconciliation of leverage to consolidated indebtedness less netted cash in prior reporting periods, please refer to the Company's SEC filings.

FOOTNOTES

[1] Management estimates. Industry estimates are informed by equity research notes and other industry reports.

[2] Adjusted net income, EBITDA, adjusted EBITDA, adjusted EBITDA per credit facility, adjusted EPS, leverage, and free cash flow are non-GAAP financial measures. Please refer to the "Use of Non-GAAP Financial Measures Information" on a previous slide for more information regarding the definitions of adjusted net income, EBITDA, adjusted EBITDA, adjusted EPS, leverage, and free cash flow, including the adjustments (as applicable) from the corresponding GAAP information. Please refer to "Forward-Looking Statements" and "Limitations on Guidance" on a previous slide

[3] Based on and supplemental to the Company's financial targets provided in the press release dated November 9, 2026, and the related earnings call on November 9, 2026, and the long-term perspective provided in the press release dated February 17, 2026, and the related earnings call on February 17, 2026. Please refer to "Forward-Looking Statements" and "Limitations on Guidance." The Company is unable to reconcile forward-looking adjusted EPS, a non-GAAP financial measure, to EPS, its most directly comparable forward-looking GAAP financial measure, without unreasonable efforts, because the Company is currently unable to predict with a reasonable degree of certainty the type and extent of certain items that would be expected to impact EPS in 2026 or beyond