

Investor Day

March 4, 2026

Scott Thompson

Chief Executive Officer

Agenda



Scott Thompson

Chairman, President and Chief Executive Officer



Cliff Buster

Chief Executive Officer, Tempur Sealy



Hansbart Wijnand

Executive Vice President, International, Tempur Sealy



Steve Rusing

President and Chief Executive Officer, Mattress Firm

Break



Tom Murray

Executive Vice President and Chief Marketing Officer



Jonathan Hirst

Chief Executive Officer, Dreams



Bhaskar Rao

Executive Vice President and Chief Financial Officer

Q&A

Investment Thesis: The Stage Is Set – the Best Is Yet to Come

Global Scale, Vertical Integration:

World's largest bedding company with leading, end-to-end capabilities from design and 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 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, margin expansion 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:

Uniquely positioned to capture share and drive value as the \$120 billion¹ global bedding market rebounds



High-level Strategic Direction | Corporate Governance | Capital Allocation

TEMPUR + SEALY

Leading global
bedding manufacturer

MATTRESSFIRM

Leading U.S.
bedding retailer

Dreams

Leading UK
bedding retailer

Tactical Go-to-market Strategy | Operational Excellence | Passionate Customer Service

Somnigroup: Facts and Figures

\$7.7B

2025 sales²

\$1.3B

2025 adjusted EBITDA³

66%

Direct to consumer

2,800+

Global store locations

20,000+

Talented associates

TEMPUR+SEALY

Present in
100+ markets

70+
production facilities

425+
retail stores

MATTRESSFIRM

2,100+ owned stores
across 46 U.S. states

5,400+
Sleep Experts

Retails **all leading
bedding brands**

Dreams

UK's **leading
bedding retailer**
with **225+ stores**

**Vertically
integrated**
manufacturing

2025 Sales



- Mattress Firm
- Tempur Sealy North America
- Tempur Sealy International⁴

Industry-leading Management

SOMNIGROUP



Scott Thompson
CEO



Bhaskar Rao
EVP, CFO



David Montgomery
EVP, Business Development



Tom Murray
EVP, CMO



Kindra Bellis
EVP, CIO



Kindel Nuño
EVP, CHRO and General Counsel

TEMPUR+SEALY



Cliff Buster
CEO



Scott Vollet
EVP, Global Operations



Hansbart Wijnand
EVP, International



Brent Pfister
SVP, Brand Management & NPD



Stefani Norton
SVP, U.S. Sales



Mark Richardson
CFO



Jimmy Rose
SVP, Global Operations



Drew Miller
Chief Administrative Officer



Dirk Hupfer
SVP, CFO, International

MATTRESSFIRM



Steve Rusing
President, CEO



Doug Manko
CFO



Katie Curtis
EVP, Information Technology



George Hanson
Chief Digital Officer



Jody Putnam
Chief Retail Officer



Phillip Busker
EVP, Merchandising



Daria Russell
EVP, Legal and General Counsel



Bill Best
SVP, Supply Chain

Dreams



Jonathan Hirst
CEO



Petra Kasperova
CFO



Emma Lang
Chief Customer Officer



Dan Parsons
Chief Commercial Officer



Siobhan King
Chief Marketing Officer



Gemma Saunders
Director of People

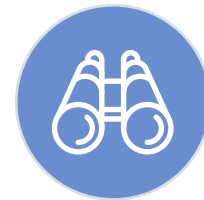


Our Mission and Vision



MISSION

Transform how the world sleeps



VISION

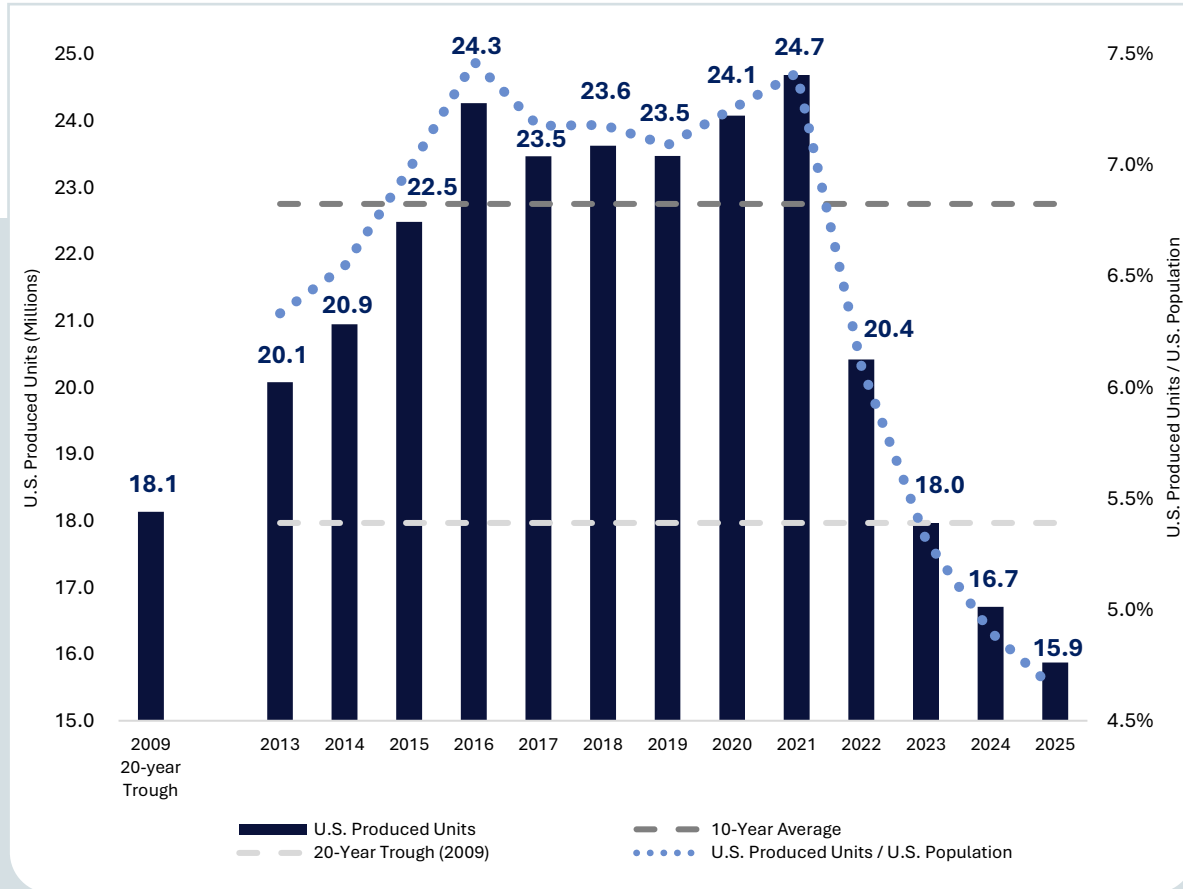
Be every customer's choice for better sleep by advancing innovation and expertise

We have sold **over 300 million** sleep products in the last decade to help improve the health of people worldwide

State of the Industry Today

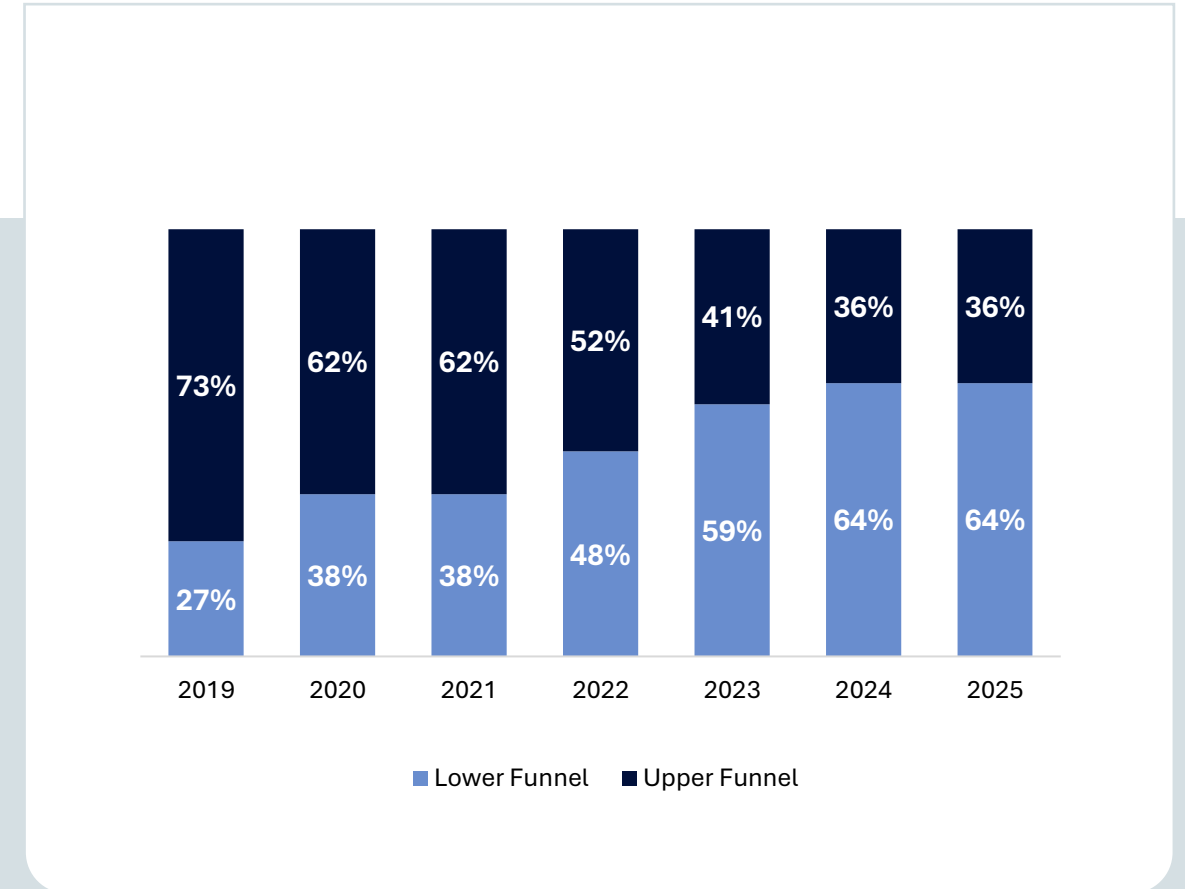
U.S. Produced Mattress Units¹

2023-2025 demand was below Great Recession demand trough



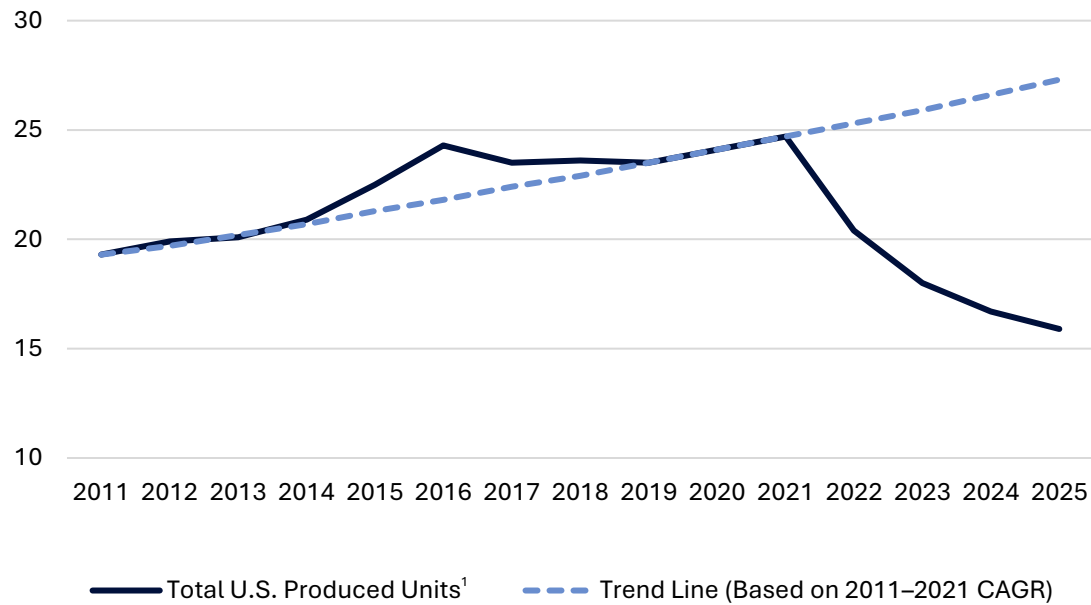
Allocation of U.S. Industry Ad Spend⁵

Industry-wide reductions in upper funnel advertising spend have constrained consumer awareness



Bedding Demand Poised to Normalize From Current Levels

2025 was ~11.4 million units below the long-term trendline, underscoring the potential for near-term demand stabilization



The bedding industry is structurally intact and supported by long-term drivers

-  Growing focus on health and wellness
-  Consumer-centric innovation
-  Investments in upper-funnel advertising
-  Improved consumer confidence
-  Housing formation growth
-  Aging population



Somnigroup Is Uniquely Positioned

✓ We are the only company in the industry with **global leadership across the value chain**

✓ Advantages across **products, brands, channels**

PRODUCTS



Differentiated technologies



Regular product launch cycle

BRANDS



Iconic brands



Leading U.S. industry marketing spend

CHANNELS



Robust retail footprint



Global omnichannel presence

Vertical Integration Is Our Key Differentiator

We leverage each stage to create **customer value, drive operating efficiency, improve product performance and enhance returns**

01

Innovation

4 industry-leading lab sites
110,000+ square feet of R&D

02

Production

70+ strategically located plants globally,
supported by resilient supply chains

03

Marketing

\$700M+ annual advertising spend

04

**Wholesale
Distribution**

20,000+ third-party retail doors

05

DTC Retail

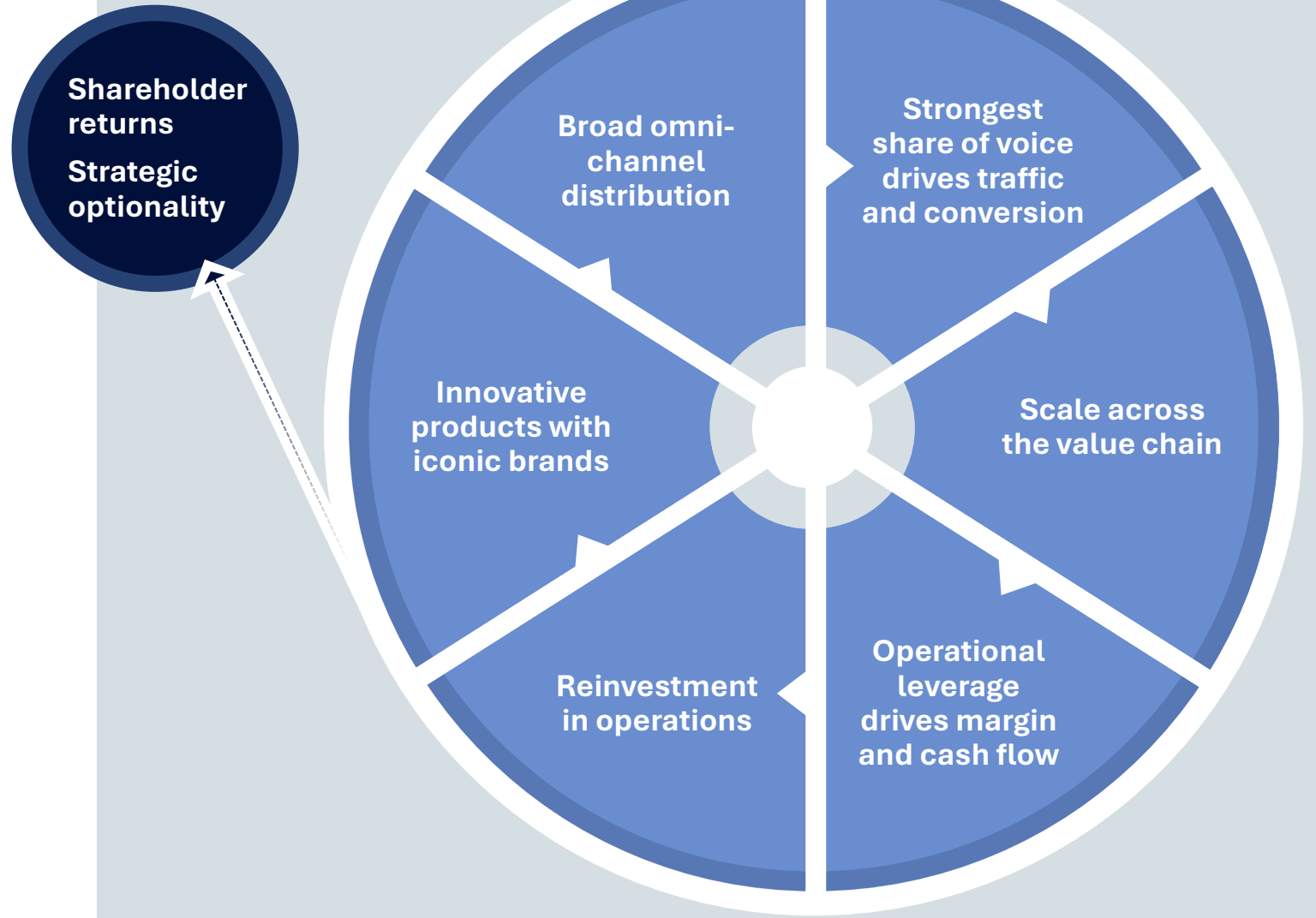
2,800+ retail stores globally
40+ e-commerce platforms

Our Strengths Create a Powerful Flywheel

✓ Benefits to **shareholders**

✓ Benefits to **consumers**

✓ Benefits to **partners**



2028 Targets⁶

2026-2028 CAGRs

Adjusted EPS³

+24%

Sales

+MSD%

Adjusted EBITDA³

+Mid-teens%

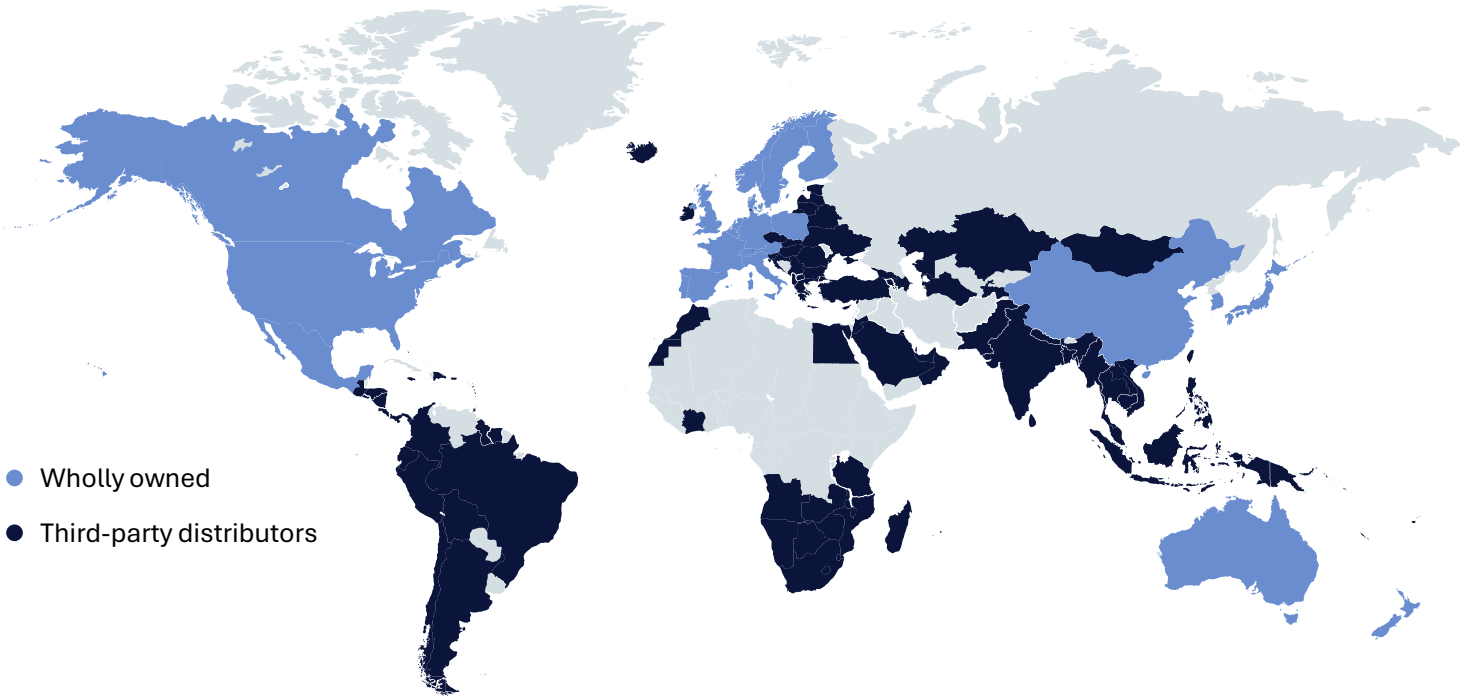


Cliff Buster

Chief Executive Officer

Tempur Sealy

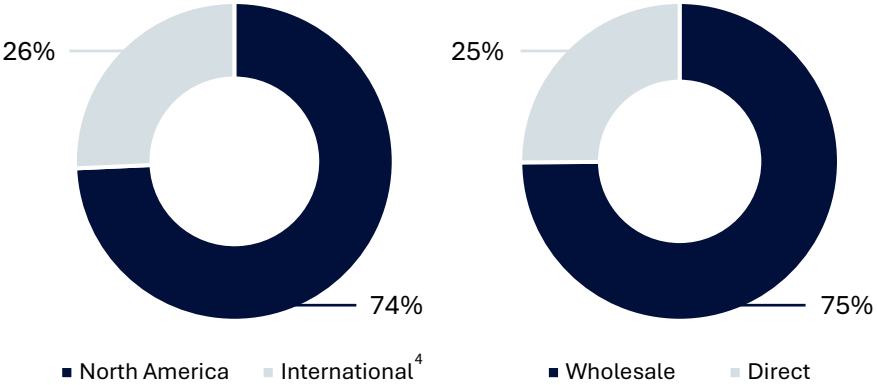
Tempur Sealy Overview



2025 Sales⁷
\$4.9B

2025 Adjusted EBITDA³
\$1.0B

Tempur Sealy Sales



- ✓ Present in **100+ markets**
- ✓ **70+** manufacturing facilities
- ✓ **425+** owned retail stores
- ✓ **20,000** third party retail doors globally
- ✓ **Complementary portfolio** of brands and private labels



Competitive Position Built on Four Structural Advantages



Consumer-centric Innovation



Comprehensive Brand and Product Portfolio



Advanced Manufacturing Capabilities



Omnichannel Strategy



Consumer-Centric Innovation Pipeline

Consumer insights into sleep needs drive targeted product development

Our research shows the top drivers of purchase decisions⁵ include:

- 01** Improved **quality of sleep**
- 02** **Relief** from pain and discomfort
- 03** Upgraded **rest and relaxation**

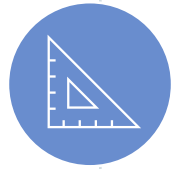
We further leverage our insights to educate retailers on these purchase motivators, enabling optimized merchandising and advertising

Key innovation focus areas

- ✓ Quality & Durability
- ✓ Support
- ✓ Comfort
- ✓ Climate
- ✓ Sleep Tracking
- ✓ Snoring



Industry- Leading Innovation



75+ dedicated new product development employees;
\$30M+ R&D budget; 4 R&D facilities totaling 110,000 square feet



Purpose-driven product solutions are developed to meet specific consumer sleep needs

Tempur Breeze® & ActiveBreeze®; ProSmart bases;
Intellicoil™ (Stearns & Foster®); PrecisionFit™ (Sealy®)

Discernable, consumer-preferred features and benefits drive higher ASP and mix



2025 PDMA **Outstanding Corporate Innovator Award**

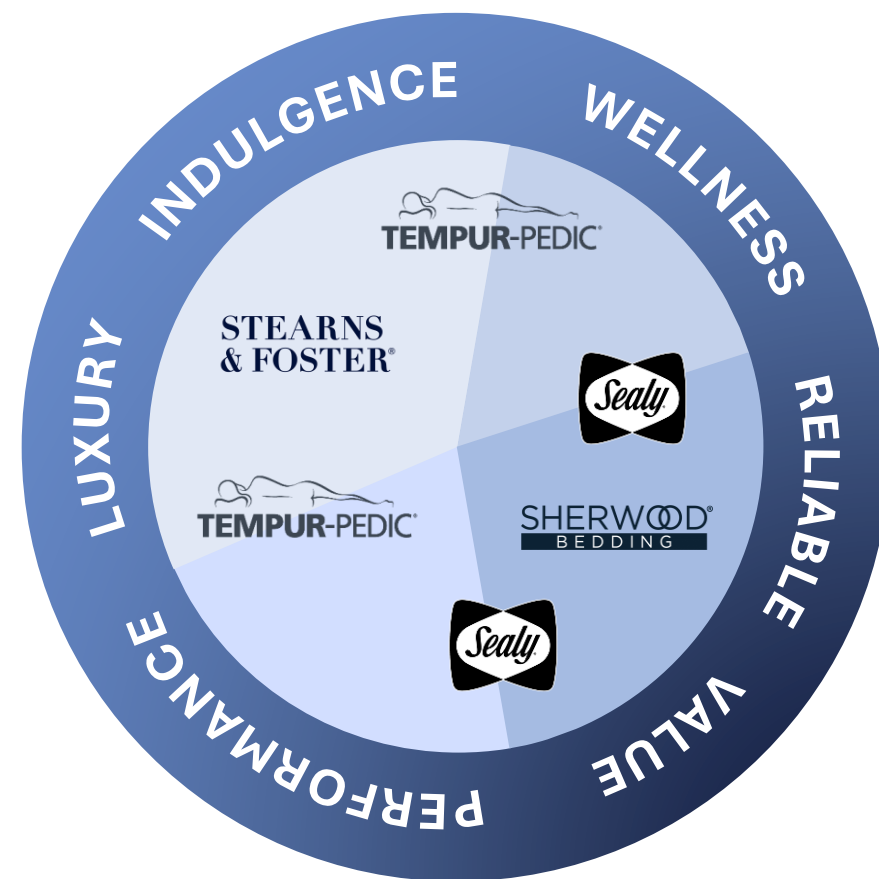


SleepTracker, developed with FullPower-AI over the past seven years, provides a unique and **proprietary sleep technology platform**, and we recently invested and extended our global license by 10 years



Meeting the Full Spectrum of Consumer Needs

PERFORMANCE	“I want better sleep quality and recovery.”
WELLNESS	“I want to rejuvenate my body and mind.”
LUXURY	“I want high-quality, luxurious materials.”
INDULGENCE	“I want to reward myself after a busy day.”
RELIABLE	“I want a no-frills product I can trust.”
VALUE	“I want the best deal out there.”





Targeted Brands for Every Consumer Segment

Target
Consumer



Millennial and Gen X couples who recognize the value of sleep to overall health and wellness



Affluent Gen X couples, who prioritize products that deliver enhanced relaxation and sleep quality



Middle-class millennials focused on quality, comfort and value



Mass market consumers seeking a quality mattress from a trusted brand

Functional
Need

Proven solutions for quality sleep

High quality products that improve sleep

An exceptionally supportive mattress for improved sleep quality

An affordable mattress that is built to last for comfortable sleep

Emotional
Need

Optimized sleep for next day readiness

Restorative rest for an active and balanced life

Wake up feeling their best

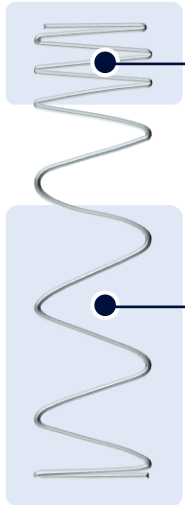
Wake up feeling their best

Case Study: Sealy Posturepedic® Launch

01

Introduced new coil technology

Posturepedic PrecisionFit™ Coil



Better Comfort & Conformance

Adaptive, Deep-Down Support

02

Refreshed product portfolio



With four new mattress models

03

Supported with new marketing campaign



04

Results



65,000+ floor models shipped



Sealy PP FY25 sales growth



Sealy PP FY25 ASP expansion



Sealy FY25 SOV⁵ up 47%

Our 2025 launch was the largest in the brand's history and first national ad campaign for Sealy®, focused on elevating and differentiating Posturepedic® in the mainstream market



Vertically Integrated Manufacturing



Advanced Manufacturing and Logistics Capabilities



- ✓ Foam and Latex Pouring
- ✓ Mattress Assembly
- ✓ OEM / Fabrication
- ✓ Innerspring Manufacturing



- ✓ Global Supply Chain
- ✓ Warehousing
- ✓ Logistics

Diversified manufacturing and logistics footprint position the company for sustained growth

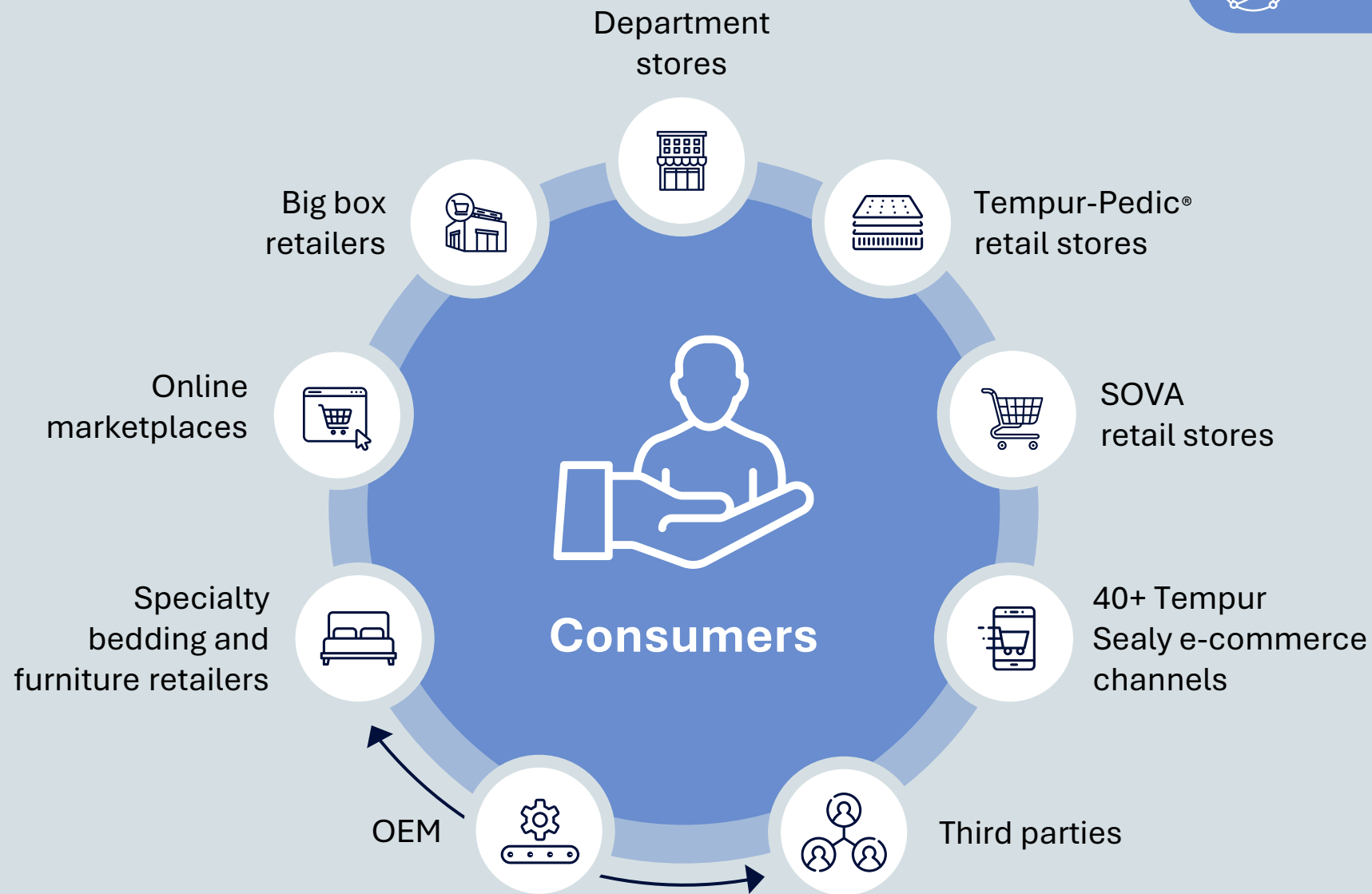
Flexible production model enables rapid scaling of capacity to align to consumer demand

Operational excellence supports continued expansion while maintaining best-in-class manufacturing and customer service standards



Leading Omnichannel Distribution Model

Strength across third-party retail and alternative wholesale channels, DTC brick and mortar and e-commerce channels drive industry-leading reach



Differentiated Retailer Partnerships



One-stop product portfolio of **leading brands and complementary private labels** meets diverse consumer needs and simplifies retail planning



Scalable manufacturing, logistics and distribution through a nationwide footprint **deliver reliable, on-time service that drives retailer loyalty**



At the retailer level, **our model is unmatched** and creates mutually beneficial relationships

- 1 Sales teams focus on building brand advocacy and product differentiation
- 2 Sales training support improves the customer journey, drives conversion and sales growth

- 3 Marketing support includes customer research, marketing insights and best practices, and marketing tools and co-branded assets designed to drive traffic
- 4 Sales analytics provide value-add insights about the competitive landscape, merchandising mix and retailer opportunities to optimize performance

Benefits of the Mattress Firm Acquisition



01

The **remerchandising at Mattress Firm** has allowed us to:

Grow **profit** through expanded
balance of share

Efficiently **increase volumes** through
our production facilities

Enable **new product development**
with a willing retail partner

02

Enhanced **operational productivity**

03

Coordinated **upper funnel advertising**

Amplifying Reach Through Direct to Consumer & Alternative Channels

Tempur® Retail Stores

Attracts consumers who prefer a **luxury, low-pressure sales environment**

Controlled, branded retail experience ensures **consistent product education, quality service and a trusted purchase journey**

Leverages national brand advertising, **driving efficient customer acquisition and strong margins**



E-commerce

Delivers **deep product education** and a seamless transaction flow

Brand-exclusive platforms offer **unmatched product detail** and curated assortments

Scale advantage as the category's largest manufacturing advertiser enables **efficient customer acquisition**



Alternative

Club stores provide **access to loyal, captive memberships** who shop in-store and online

Online marketplaces **increase brand impression share** and capture consumers who prefer digital research and purchasing

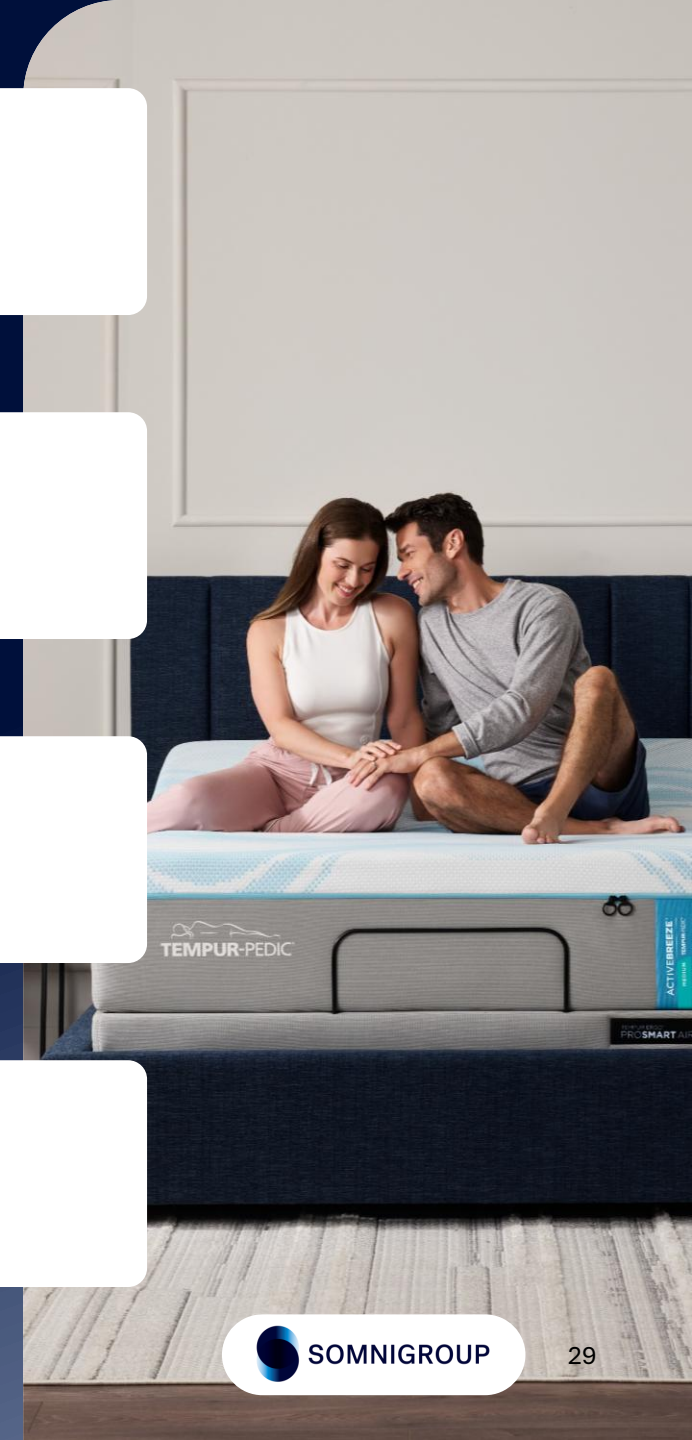
Strong presence in value-oriented online channels **attracts consumers seeking convenience and competitive pricing**



What's Next for Tempur Sealy

Priorities for 2026

- ✓ Execute on **acquisition-related sales and cost synergies**
- ✓ Further diversify offerings to drive a **balanced brand and product portfolio**
- ✓ Continued **omnichannel expansion**
- ✓ **Relentless focus** on cost efficiencies to drive profitability



Conclusion



Tempur Sealy's unmatched **operational strength and strategic clarity** position us to deliver sustained, long-term growth



Consumer-centric, innovative products



Iconic brands, supported by leading share of voice



Leading operational expertise and **global scale**



Enhanced by acquisition-related **synergies**

Hansbart Wijnand

EVP, International
Tempur Sealy



Uniquely Positioned for Global Growth



The bedding industry is attractive across regions, and our position as the **only true global player** sets us apart



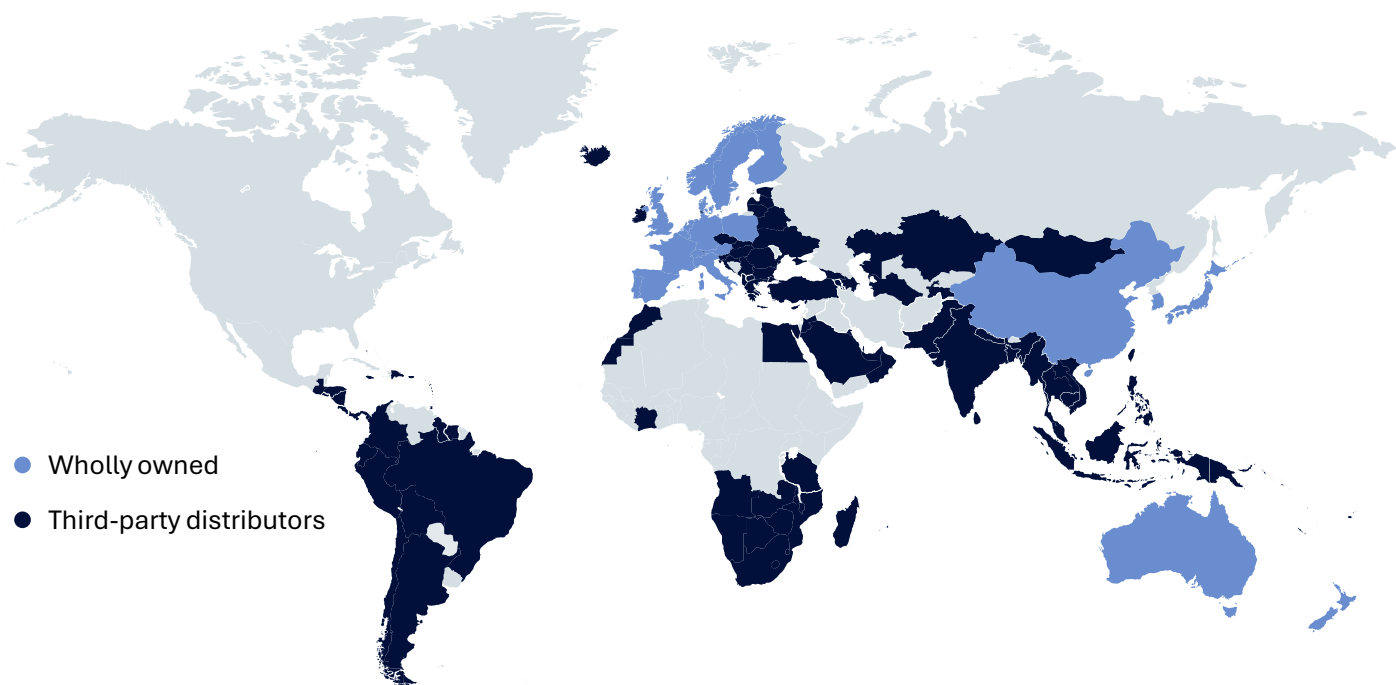
Consumer demand and high-level industry characteristics are similar across geographies, **amplifying our advantages**



Proven strategy of **targeting consumers at a range of price points** with diverse offerings, efficient manufacturing and compelling marketing



TEMPUR International: the Only True Global Bedding Player



~60%

of global bedding demand is in international markets¹

- ✓ TEMPUR[®] is sold through **90+ countries**, supported by 22 wholly owned subsidiaries and a global network of longstanding distributor relationships
- ✓ **Wholesale** distribution via third-party retailers and e-commerce platforms
- ✓ **Direct** to consumer through owned TEMPUR[®] stores and our e-commerce sites
- ✓ Key markets include the **UK, Germany, France, South Korea, Japan, China and Australia**



Leveraging Tempur Sealy's Competitive Advantages Internationally

with **three key levers**

01

Our iconic TEMPUR® brand and material retain leading premium positioning globally, driven forward by continuous innovation

02

Our global scale and strength allow for focused strategy and consistent execution

03

Industry-leading supply chain and global omnichannel distribution capabilities



Global Demand, Scale and Financial Strength Allow for Focused Strategy and Consistent Execution



Similar demand patterns and margin profiles for our TEMPUR® products worldwide enable an **integrated, efficient operating model**

Diversified exposure reduces reliance on any single local business cycle and drives **consistent, strategic decision-making**

Only bedding player with global scale and significant financial strength **puts us at an advantage to local players**

TEMPUR® products **are preferred by consumers and retailers around the world⁵**

Robust Supply Chain and Omnichannel Distribution Capabilities

Uniquely positioned to navigate supply chain disruptions, evolving regulatory and compliance landscapes and changing consumer behavior

Centrally located manufacturing in Denmark provides streamlined service to key markets

Double- and triple-sourced raw materials ensure resilience against supply chain disruptions

More than **30 years of experience** navigating global regulatory and compliance requirements

Early omnichannel investments put us ahead of industry peers and evolving consumer shopping habits





Strategic Evolution to Broaden Addressable Market Beyond Historical Super Premium Focus



Grow and expand
market segments



Expand
distribution



Simplify
manufacturing



Drive
brand awareness



Expanded Product Offerings in 2023 to Unlock Broader Addressable Market

The TEMPUR® brand remains anchored in the **Super Premium segment**



With our **strategic shift**, we launched the **TEMPUR® Form** and **Ease ranges** in the Premium and Top Mainstream segments, **comparable to Tempur-Pedic®'s brand positioning in the U.S.**



+19%

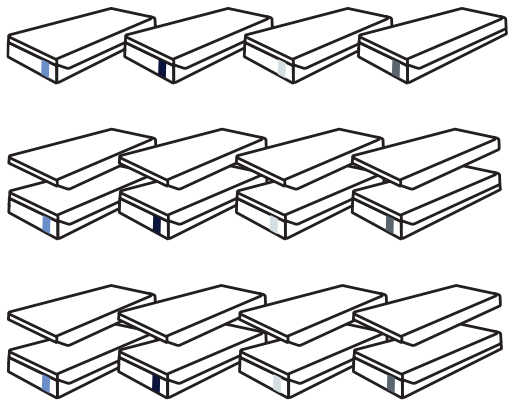
expanded third-party distribution since the launch with **additional distribution opportunities in key markets**



SKU Simplification Unlocks a More Efficient Manufacturing Model

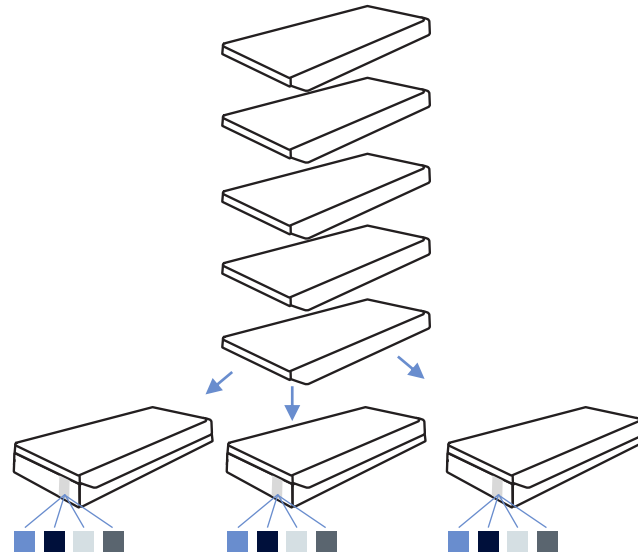
HISTORICAL

Highly individualized SKUs



TODAY

Common component platform with late-stage SKU-level modification



Benefits



Allows us to build a broader assortment of mattresses across multiple price points and tailored channel- and customer-specific variants



Maintains manufacturing efficiency and protects margins

Global Scale Paired With Local Expertise to Navigate Market Nuances

Consistent industry structure globally, with bedding products sold across wholesale, direct, offline and online channels and with broadly similar margin profiles

Meaningful market-level nuances, including dominant sales channels that vary by region

Local competitive dynamics differ, driven by the presence of multi-brand chains, prevalence of mono-brand cultures, premium vs. mainstream incumbents and historical price positioning

Regulatory environments vary by market, shaping competition rules and influencing go-to-market approaches

Local expertise is a core advantage

Our experienced in-market teams navigate these nuances effectively, supported by TEMPUR®'s global scale and ability to attract and retain top talent



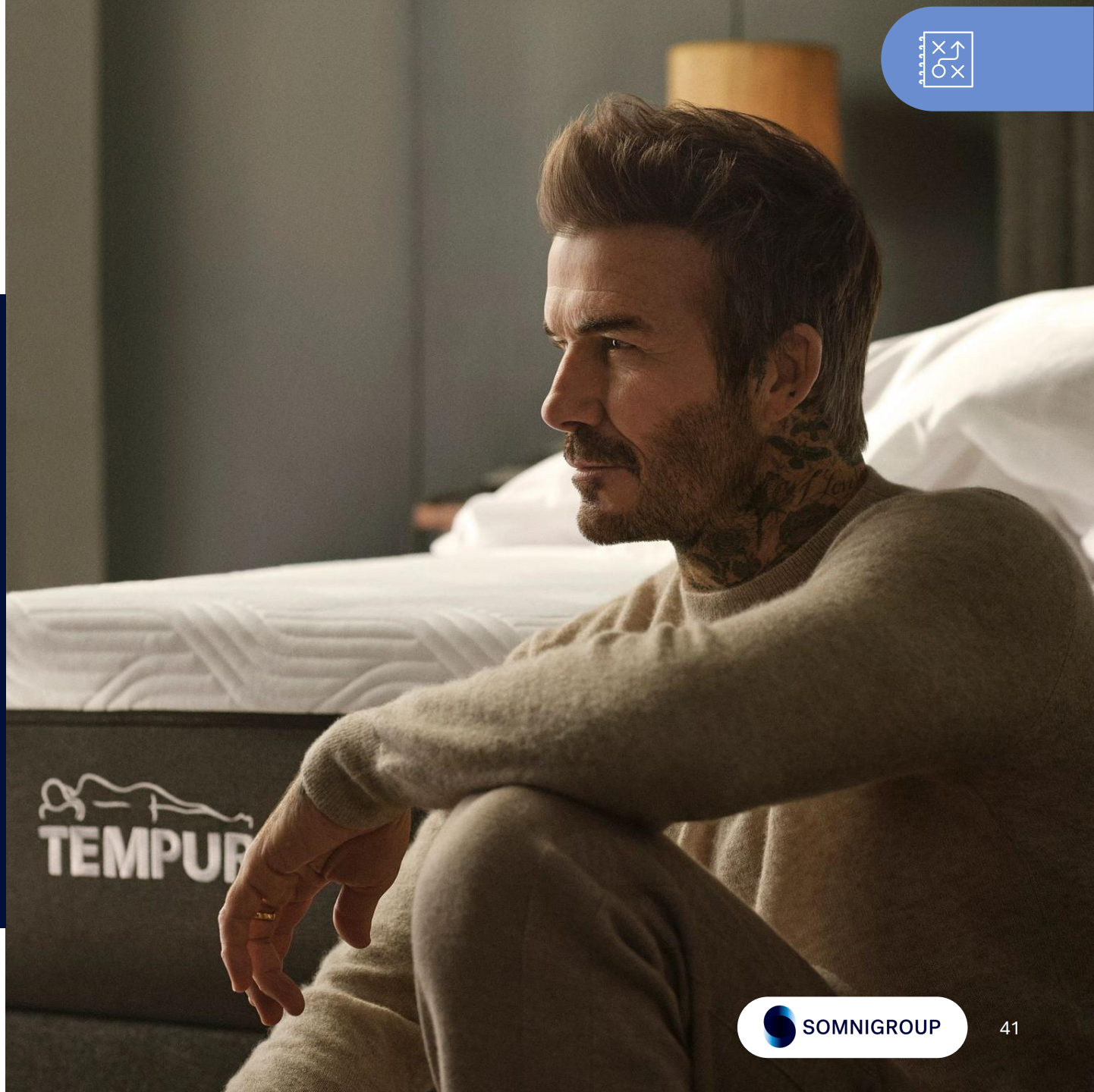
Driving Brand Awareness



Developed **impactful new assets and campaigns**

Substantially **increased marketing spend** since 2023 product launch

Executing a **highly disciplined media strategy**, prioritizing proven media channels and ROI-driven performance marketing



Conclusion



Leveraging our key advantages and evolved strategy **to deliver meaningful growth**



We are the **only global bedding player** in an attractive international bedding industry



Global demand and operating scale are **sustainable competitive advantages**



Our track record demonstrates our ability to **execute our new strategy**



Significant sales growth and expanded distribution to date with a **long-term runway**

Steve Rusing

Chief Executive Officer

Mattress Firm



The Mattress Firm Advantage



Unmatched scale and reach: Category leading retail footprint, traffic and share of voice⁵



Diversified product portfolio: Broad assortment across brands, technologies and price points



Proprietary Sleep Expert model: Best in class training and tools deliver differentiated consumer experience



Advanced data and digital capabilities: Analytics drives improved decision-making and results

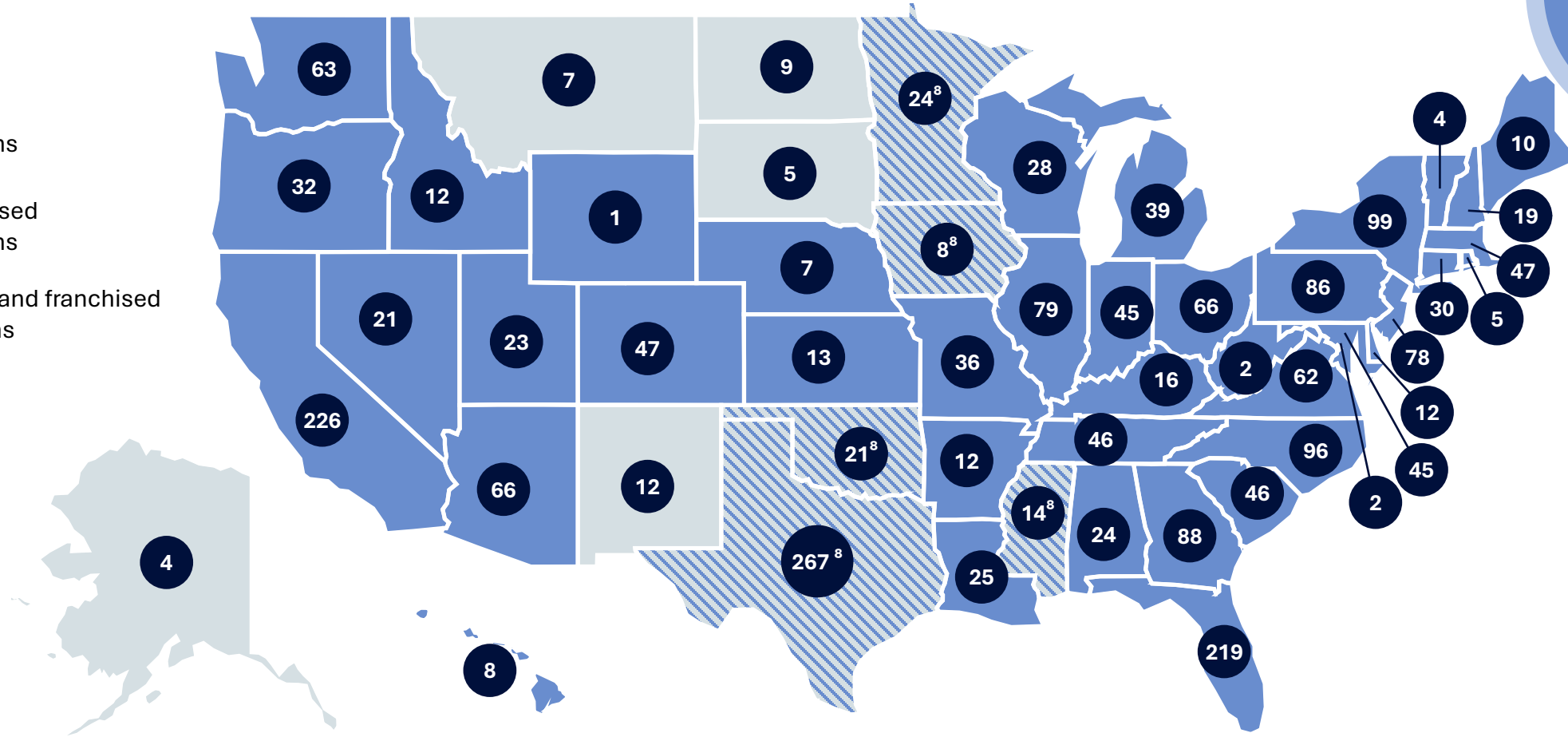


Retail Scale That Provides Unmatched Reach

82%

of America lives within 30 minutes of an owned Mattress Firm store⁹

- Owned locations
- Franchised locations
- Owned and franchised locations



Our border-to-border presence gives us the strongest U.S. reach across all mattress retail channels



Industry-Leading Operational Scale



\$3.9 billion in FY'25 sales²



60+ distribution centers



\$300+ million annual advertising spend¹⁰



5,400+ Sleep Experts



20%+ market share¹



Merchandising Optimization Strategy

Expanded product placement of Tempur Sealy brands to align with consumer demand

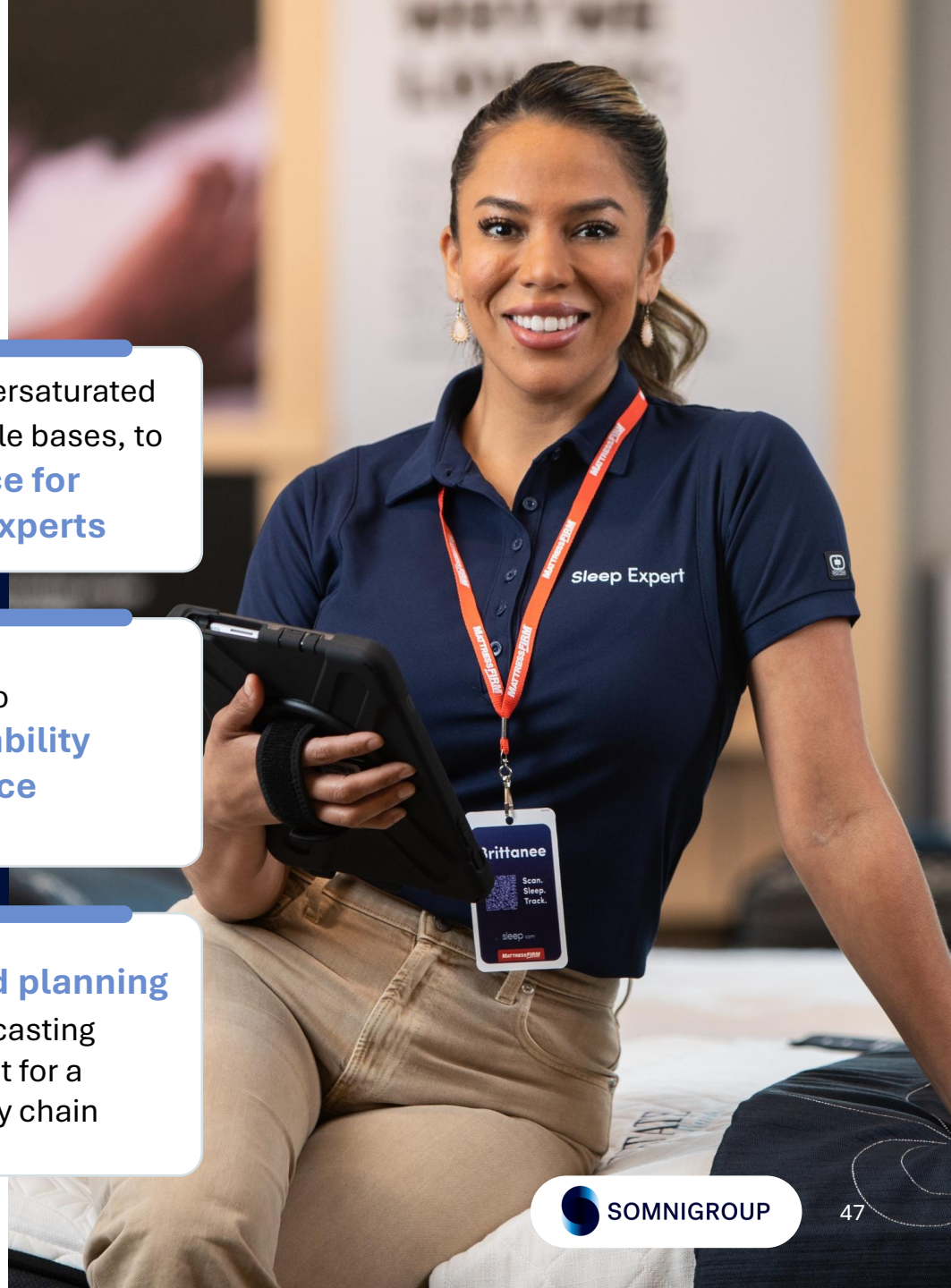
Streamlining SKUs in certain oversaturated product categories like adjustable bases, to **simplify the experience for consumers and Sleep Experts**

Built new partnerships with consumer preferred brands that invest in upper funnel national advertising

Increased inventory to **improve in-store availability and customer service**

Leveraged merchandising team's product development expertise to **develop compelling branded exclusive product collections**

Implementing an **integrated planning system** to streamline forecasting and inventory management for a faster, more accurate supply chain





Providing Preferred Brands and Technologies Across Broad Price Points

Brands and Technologies

Key Purpose

National Brands



Target **all consumer segments**
Build **trust** and **confidence**
Generate **traffic, conversion** and **AOV**
Enhance **brand image**

Brand Exclusives



Differentiate Mattress Firm
Target **premium** and **luxury** segments
Drive **margin**
Unique **market positioning**

Private Labels



Create **customer loyalty**
Appeals to **value consumers**
Increase **profitability**
Target **high unit velocity** segments



Proprietary Sleep Experts Model

Largest, Most Highly Trained Industry Sales Force

~100 hours of **new hire training**

~100 hours of **annual training** for tenured associates

Data-driven Accountability and Performance

Compensation structure designed to **drive performance both** in-store and online

MattressMatcher®

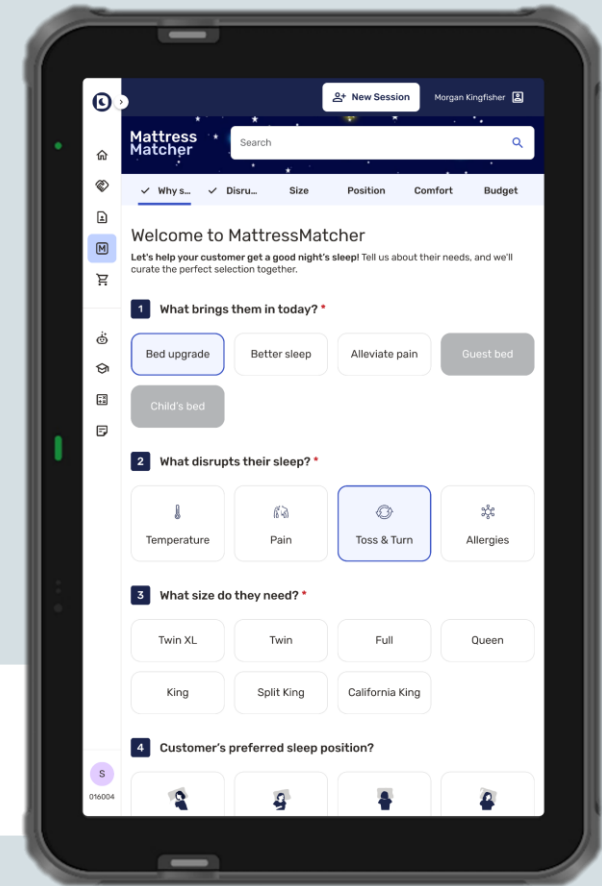
Proprietary omnichannel **engine** powers personalized sleep solutions

Builds **customer trust**

Scales **selling excellence**

Google
4.9
★★★★★

Net Promoter Score
86





Driving a Positive Customer Experience

Investing **\$150 million** in refreshing select stores by 2027

Rolling out Tempur-Pedic® brand walls in all **2,100+** stores

Supporting **conversion** and **balance of share**

BEFORE



AFTER





Optimizing Sales with Proprietary AI Capabilities

Chat Mode: In-store Interactions

Chat Mode: In-store Interactions

Search... [New]

Home Engage Profile Matcher Explore Cart Sleep Expert.AI

SleepExpert.AI

Chat Drills

BOOKMARKS

Your bookmarked conversations will be displayed here

CHAT HISTORY

- Iseries Bed Links
- Iseries SKU
- Promotion Prep
- Signature Bundle Products

+ New Chat

Kristen 900914

Kristen • 09:41 PM

When does the President's Day Sale end?

SleepExpert.AI • 09:41 PM

The President's Day Sale (Prezz Day Sale™) ends on March 4, 2025.

Source:

- Prezz Day Sale EEG.pdf (Page 1)
- Prezz Day Sale EEG.pdf (Page 4)
- SOP - Synchrony Long-Term Financing Test
- Prezz Day Sale EEG.pdf (Page 5)

What are the biggest discounts offered during the sale?

Is the sale valid online and in stores?

Are there any exclusions from the sale?

Ask me anything...

Reps Mode: Training and Development

Reps Mode: Training and Development

New Session Save Profile

PracticeLab About

BOOKMARKS

Your bookmarked REPs will display here

Solo REP History

Today

- Direct Close
- Pitching FirmCare on Prime Ma...

Older

- Adjustable Bases: Solution Bas...

Friday, Feb 27 • 07:35 AM

REP Direct Close

Customer info Jennifer Blake, a project manager, is looking for a new mattress.

Background She needs a durable, comfortable mattress offering good value for her family. She values reliability, comfort, and durability. She is price-conscious and needs to consult her spouse.

Product Associate's Choice

Scenario Jennifer has been in the store for over an hour, tried several mattresses, and likes one, but is hesitant to commit.

Prior activities She has tried several mattresses, focusing on comfort and support, and is now browsing.

Round begins...

(Looks around thoughtfully) "This one feels really good, but I need to be sure."

PracticeLab Home

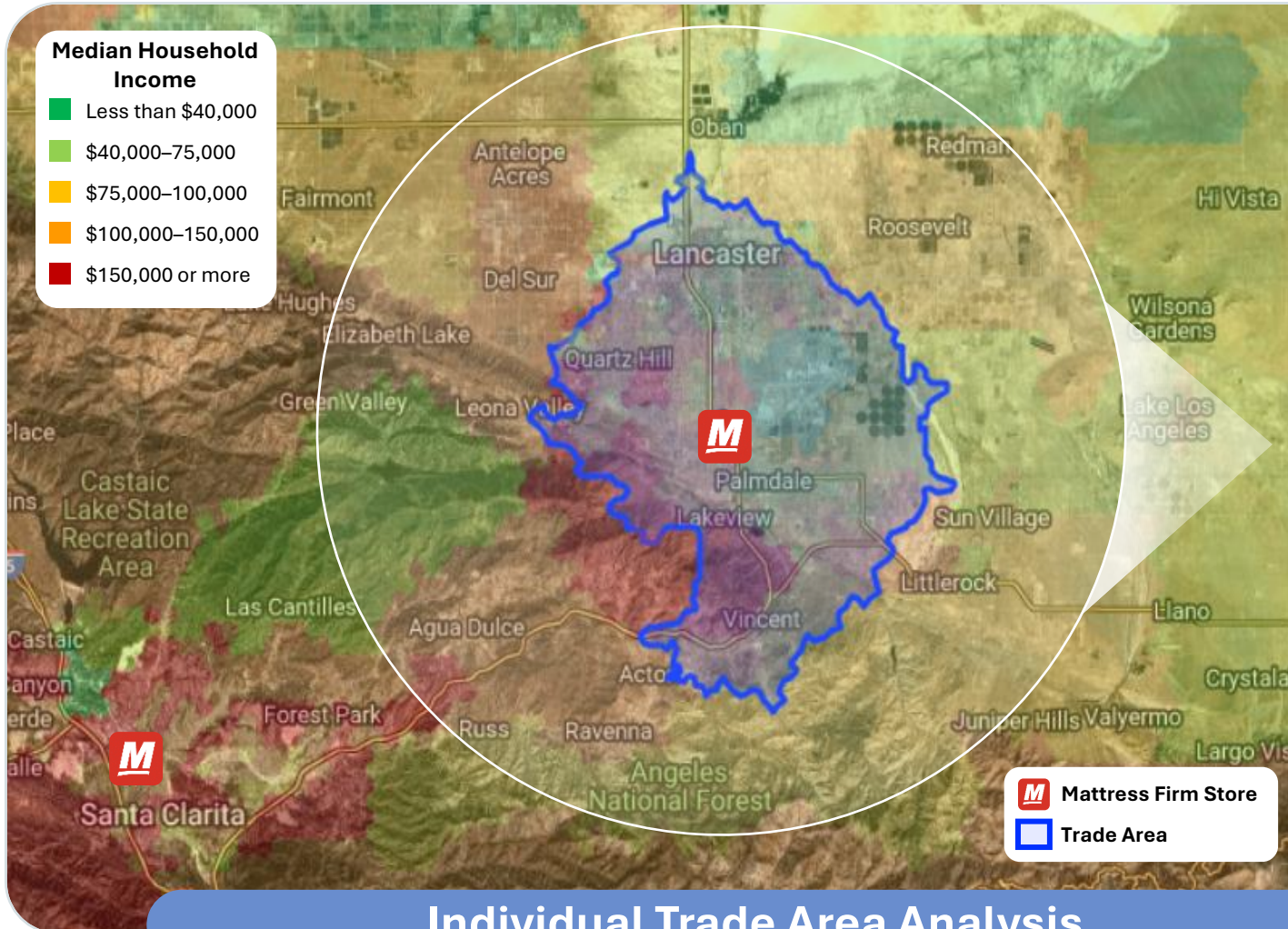
Ask me anything...

Kristen 900914

SleepExpert.AI is an integrated tool that enables Sleep Experts to optimize in-store customer interaction and training and development



Data-Driven Real Estate Strategy



Individual Trade Area Analysis

Advanced retail strategy considers hundreds of variables

- ✓ Population Growth
- ✓ Household Income
- ✓ Consumer Demographics
- ✓ Furniture Expenditure
- ✓ Co-tenant Mix
- ✓ Competitive Landscape
- ✓ Cell Phone Tracking

Extending our Lead as the #1 U.S. Mattress Retailer

Traffic

Unmatched bedding retail footprint

Category leading share of voice

Conversion/AOV

Proprietary Sleep Expert training and tools

Investing in the in-store experience

Underpinned by **consumer-centric merchandising** and **advanced data and digital capabilities**



Mattress Firm Benefits as Part of Somnigroup



01

New ownership enables long term view and supports **investments in the business**

02

Shifting to problem-solution oriented advertising and **balanced marketing strategy**

03

Closer collaboration and best practice sharing to drive **better decision making**

04

Introducing annual equity grants for leadership to **strengthen alignment and retention of talent**

What's Next for Mattress Firm

Priorities for 2026



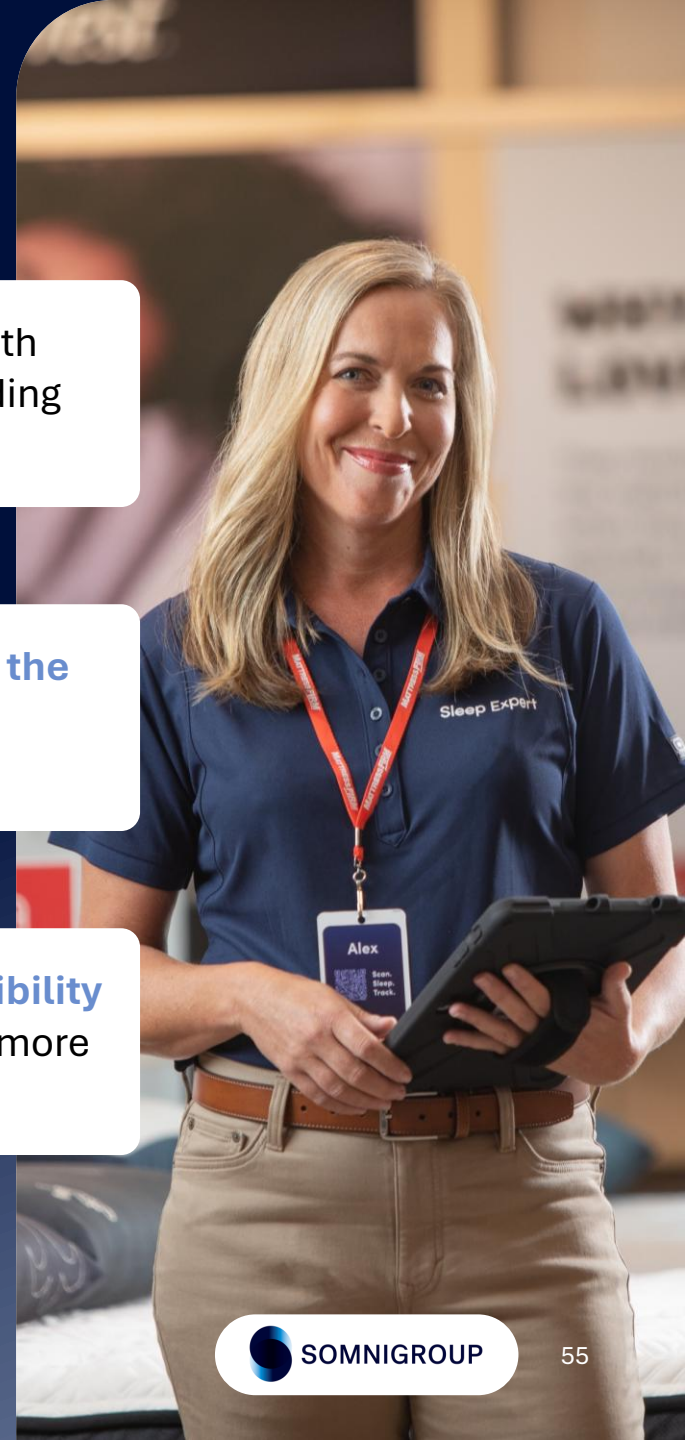
Drive **optimized merchandising strategy** with assortment of Tempur Sealy brands and leading third-party brands



Grow and build upon the **positive impact of the 'Sleep Easy' campaign** as it becomes more established in the marketplace



Leverage enhanced systems to **increase visibility to store and traffic performance**, enabling more granular store-level management



Conclusion



Mattress Firm is well-positioned to **continue extending our lead** as the #1 U.S. mattress retailer



Unparalleled
footprint, amplified by
enhanced marketing



Differentiated
sales process and
merchandising
strategies



Data-fueled
decision-making
driving operational
efficiencies



Enhanced by
acquisition-related
synergies

Tom Murray

Executive Vice President,
Chief Marketing Officer

An Overview of Somnigroup's Marketing Strategy

Drive consumer demand by **clearly differentiating our brands** in the marketplace

Target **distinct, complementary audiences** with tailored product, channel and selling strategies

Invest at industry-leading levels across TV, digital, social, and search

Complement our direct marketing with co-operative investments via retail partners (Tempur Sealy) and vendor partners (Mattress Firm)

Somnigroup's Marketing: By the Numbers⁵



\$700M+
Annual Marketing Spend



#1
U.S. Retailer Share of Voice



#1
UK Retailer Share of Voice



#1
U.S. Manufacturer Share of Voice



#1 Consideration
#1 Purchase Intent
#1 Share of Voice



#2 Consideration
#2 Purchase Intent
#2 Share of Voice¹¹

The Opportunity: Optimize Mattress Firm's Marketing to Drive Growth

As the largest investor in category advertising, Somnigroup can leverage its substantial U.S. investment to support:

- ✓ Tempur Sealy's portfolio of product brands
- ✓ Mattress Firm's business and retail brand
- ✓ The U.S. bedding industry

Given the magnitude of Mattress Firm's investment and ability to impact each of these constituents, we determined the existing platform was not sufficient to deliver on our go-forward objectives



We developed a new brand-positioning platform and advertising platform launched in 2025, with new messaging and a recalibrated media mix strategy

Mattress Firm's New 'We Make Sleep Easy' Campaign

The new campaign is specifically designed to support our multiple constituents:



For the Industry

The campaign educates consumers about role a mattress can play in overcoming the most-common and most-troublesome disruptors that get in the way of the ability to get a great night's sleep



For Mattress Firm

The campaign showcases how Mattress Firm Sleep Experts leverage their industry-leading training, expertise and tools to successfully guide mattress shoppers to the perfect solution to their particular sleep disruptor(s)



For Tempur Sealy and Other Partner Brands

The campaign meaningfully integrates specific brand visuals and benefit messaging, linked to how a given product addresses the specific sleep disruptor depicted within each ad

Modular Campaign Addresses a Broad Array of Problems and Solutions

HOT SLEEP



Feels up to 10° cooler*



SAGGY MATTRESS



ANTI SAG TECHNOLOGY



RESTLESS PARTNER



TEMPUR-Material™ absorbs motion*



SNORING



Helps reduce snoring*



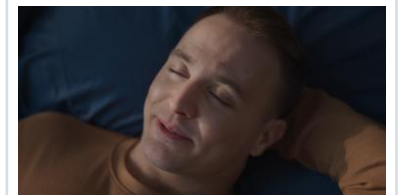
POOR SUPPORT



POSTUREPEDIC



SO MANY CHOICES

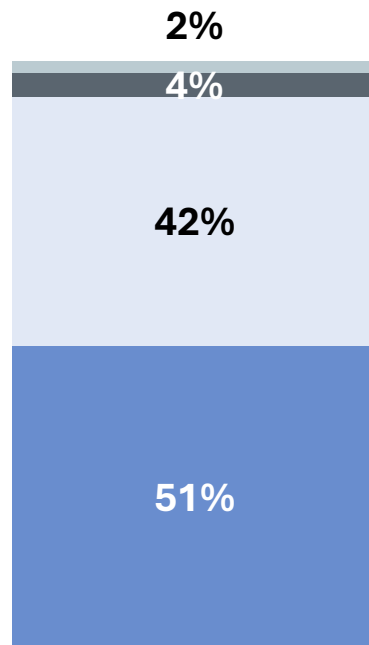


MATTRESSFIRM®

We make sleep easy

Successfully Educates Consumers About the Role a Mattress Can Play in Getting Better Sleep

How Helpful Was the Ad in Helping You Understand How a Particular Mattress Might Help You Sleep Better?¹²

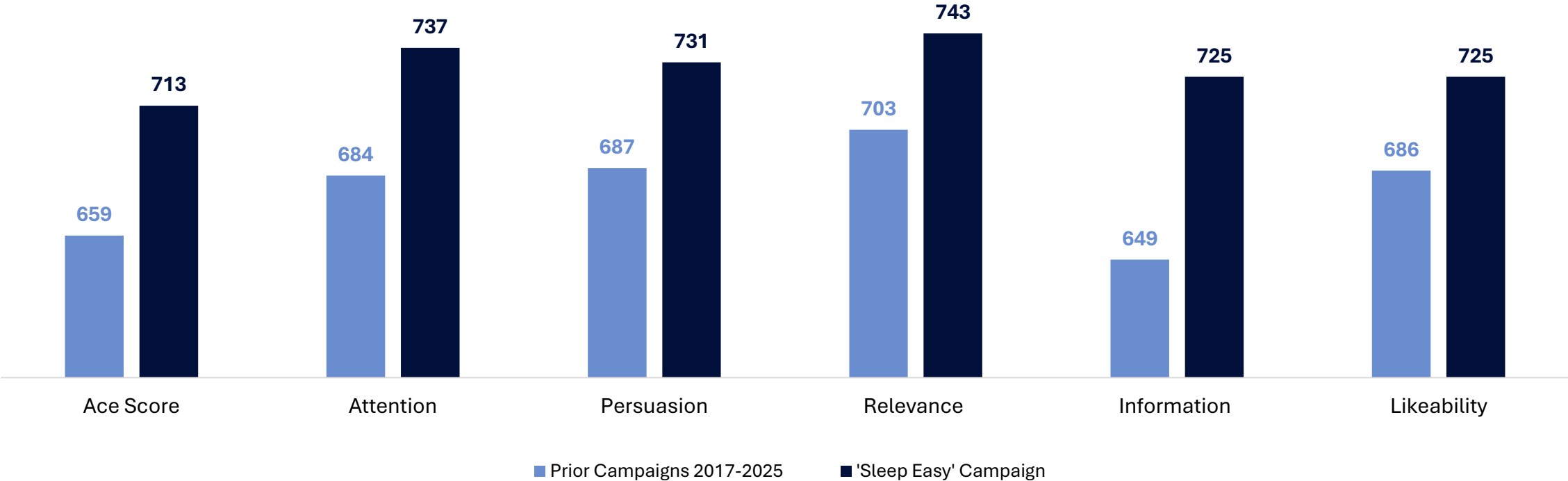


■ Very Helpful ■ Somewhat Helpful ■ Not Very Helpful ■ Not Helpful at All



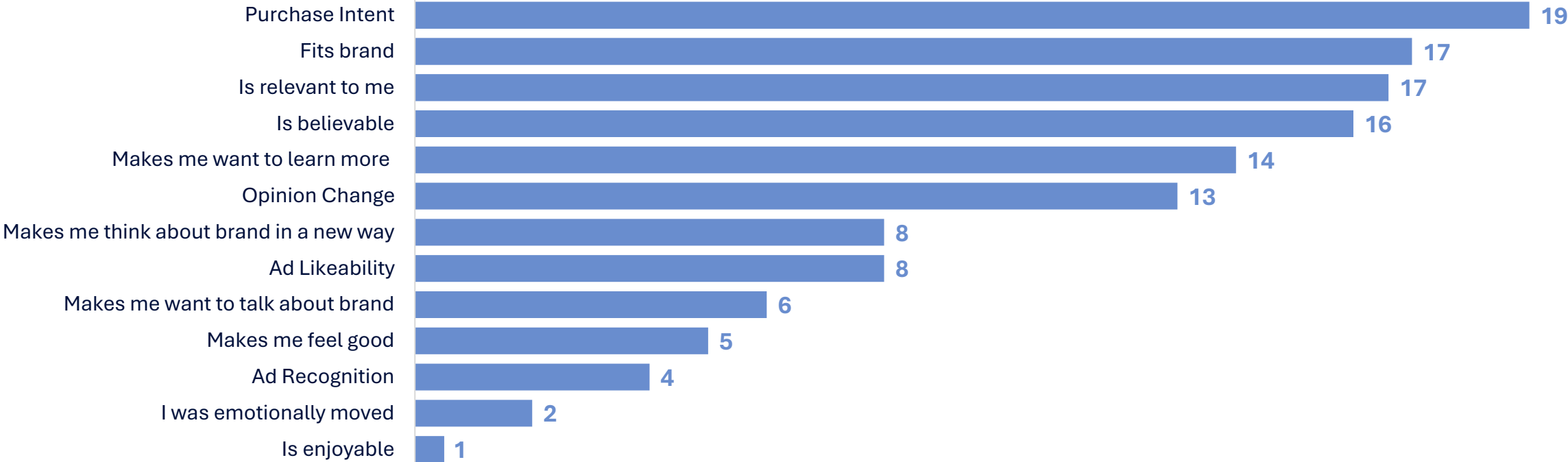
Surpasses Prior Campaigns in Ad Testing Across All KPIs

Average Third-Party Ad Testing Scores by Primary KPI (Last 8 Years)¹²



Delivers Results Across all “Positive Perceptual Attribute Ratings” for Mattress Firm

Average Percentage Point Change: ‘Sleep Easy’ vs. Prior Campaign¹²



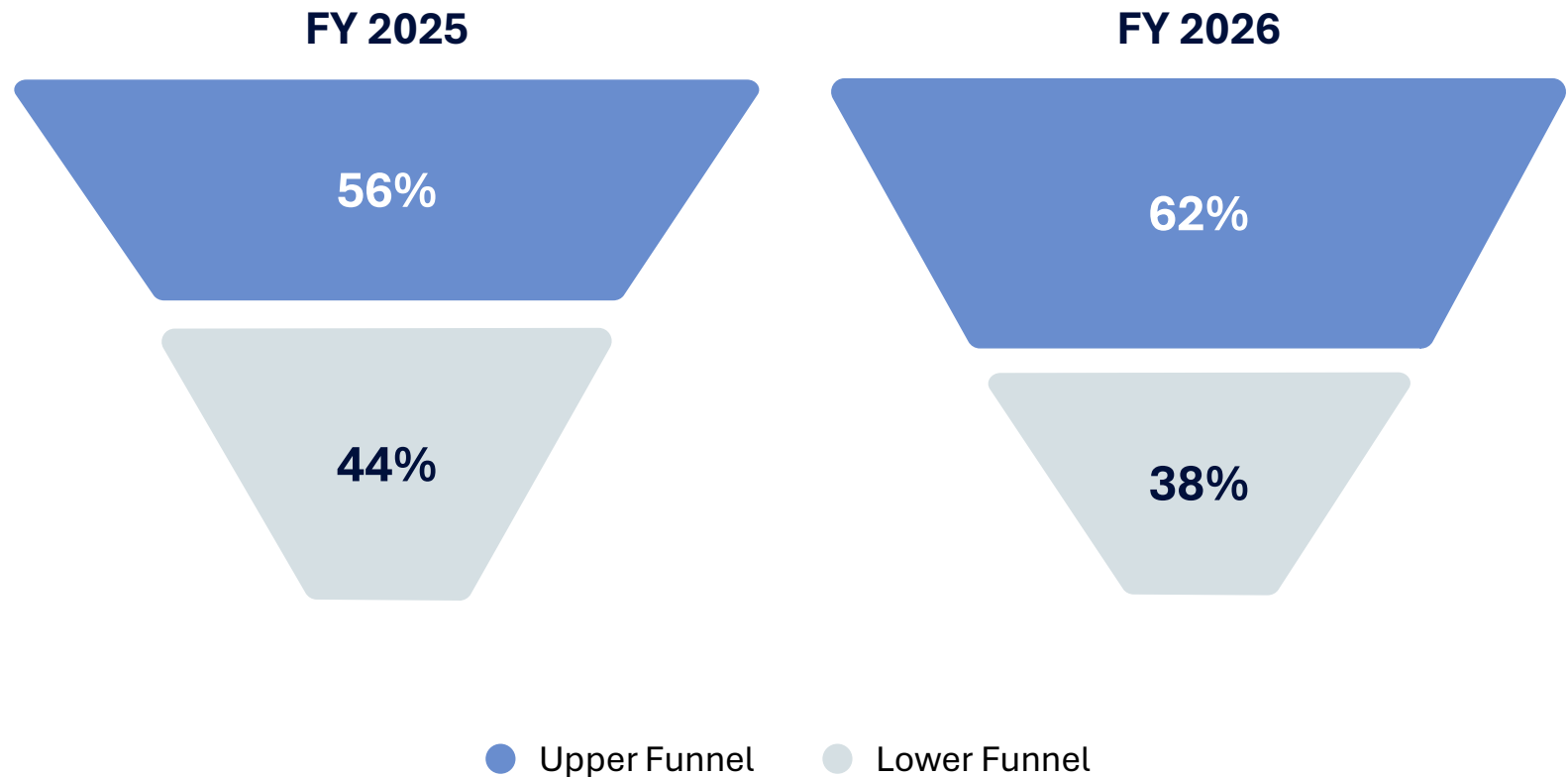
Mattress Firm Is Optimizing Media Mix to Drive ROI

Pre-acquisition media spend was weighted toward lower funnel channels; **Post-acquisition, the media mix has been rebalanced toward upper funnel**

In 2026, we will **continue to increase our upper funnel investments**, driving our industry-leading share of voice

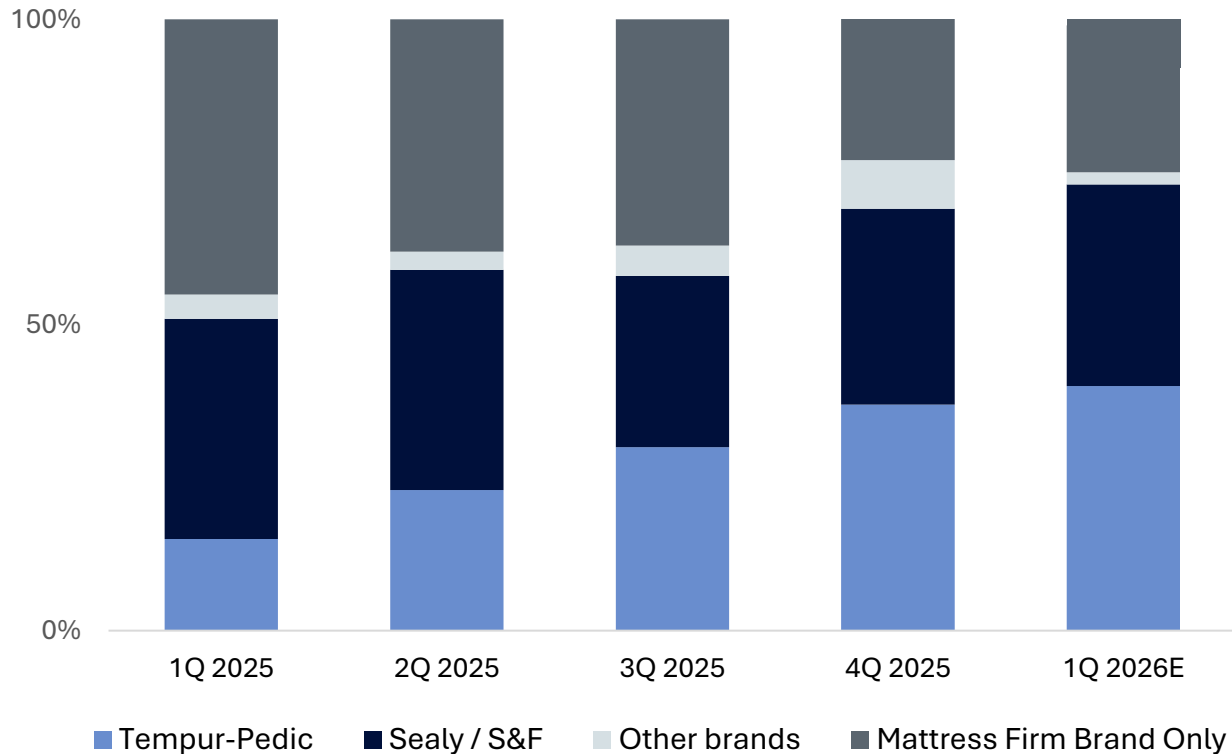
Our media strategy is **supported by an insights-driven media model**

Media mix rebalanced toward upper funnel



New Mattress Firm Marketing Strategy Is Positively Impacting Tempur Sealy Brands

Mattress Firm Ad Spend Allocation by Brand



Product-led storytelling showcases Tempur Sealy product brands and technologies

Evolution to upper funnel channels has increased Tempur Sealy brand exposure:

Tempur Sealy's total share of spend has increased 20% since Q1'25

Tempur-Pedic's share of spend has doubled, and represented approximately a third of Mattress Firm's spend in Q4'25

Net Impact

Tempur Sealy's \$100M+ co-op investment is now delivering far greater exposure and benefit to its brands, driving share expansion

Further Opportunity for Somnigroup Marketing Synergies

2025 Cost Synergies Realized



Leveraged combined scale and best practices to drive media planning and buying favorability



Optimized Search Engine Marketing investments to eliminate redundancy



Developed new advertising campaign in-house, cutting non-working agency fees

Opportunities for 2026 and 2027



Establishing Somnigroup-level teams to centralize and scale data-driven insights across the organization



Further coordination of our media planning and buying activities



Continued agency negotiations and consolidations

Long-term efficiency opportunities include **optimal media mix** and **enhanced marketing effectiveness**



Conclusion

The Mattress Firm acquisition positions Somnigroup to **drive effectiveness behind:**

- ✓ Tempur Sealy's portfolio of product brands
- ✓ Mattress Firm's private label brands and retail brand
- ✓ The U.S. bedding industry, by generating consumer focus on the bedding category

The changes to our Mattress Firm advertising campaign & media strategy executed in 2025 have **already shown positive impact to each of these constituents**

We anticipate our performance will continue to benefit from these changes in 2026, **with further opportunity to realize additional marketing synergies**

Bhaskar Rao

Executive Vice President,
Chief Financial Officer

Somnigroup: First 12 Months in Review



First Year Focus Areas



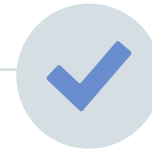
Focused on successful operational and strategic integration



Unlocked operational efficiencies and early synergies



Drove market share gains



Delivered record financial performance

Year 1 wins have set the stage for **long-term success**

2026 Guidance⁶

Adjusted EPS³ Range	\$3.00 - \$3.40
Sales Midpoint	\$7.9B
Adjusted EBITDA³ Midpoint	\$1.45B

Underlying Industry Assumption:
Midpoint assumes industry is **flat to slightly up in 2026**





2028 Targets⁶

2026-2028 CAGRs

Adjusted EPS²

+24%

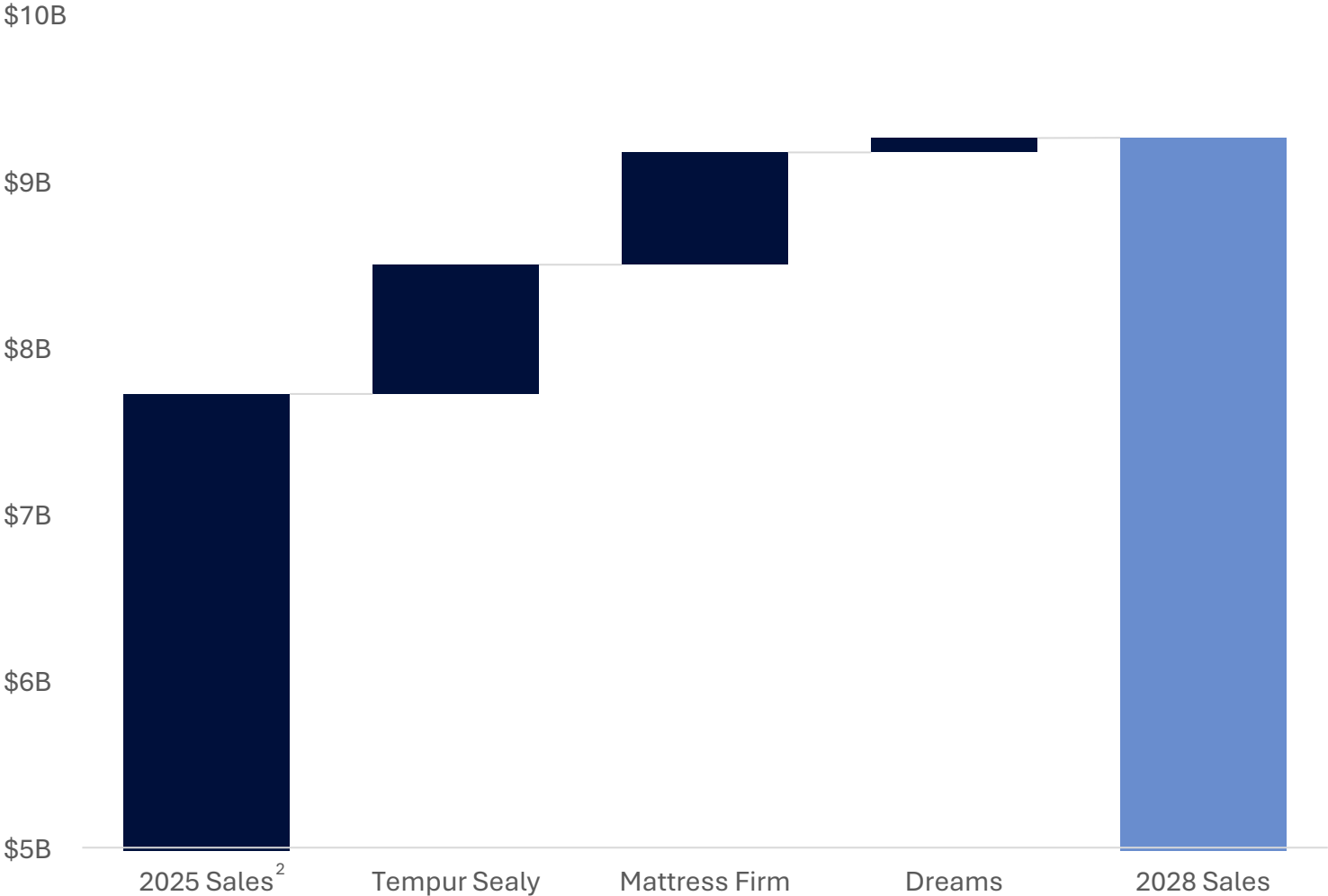
Sales¹

+MSD%

Adjusted EBITDA²

+Mid-teens%

2025-2028 Sales Bridge⁶



Growth Outlook:

Tempur Sealy

- NA +MSD% CAGR
- International +HSD% CAGR

Mattress Firm

- +MSD% CAGR

Dreams

- +MSD% CAGR

Underpinned by +LSD global industry CAGR 2026 – 2028 and continued sales expansion as we leverage our competitive advantages

Operational Discipline Drives Margin⁶



Optimizing our U.S. logistics network and advertising represent further opportunity

High Pace of Synergy Generation⁶

Adjusted EBITDA ² Impact (in millions)	Actual 2025	Target 2026	Target 2027	Total
Sales Synergies	\$60	\$40		\$100
Cost Synergies	\$20	\$55	\$50	\$125
Total	\$80	\$95	\$50	\$225

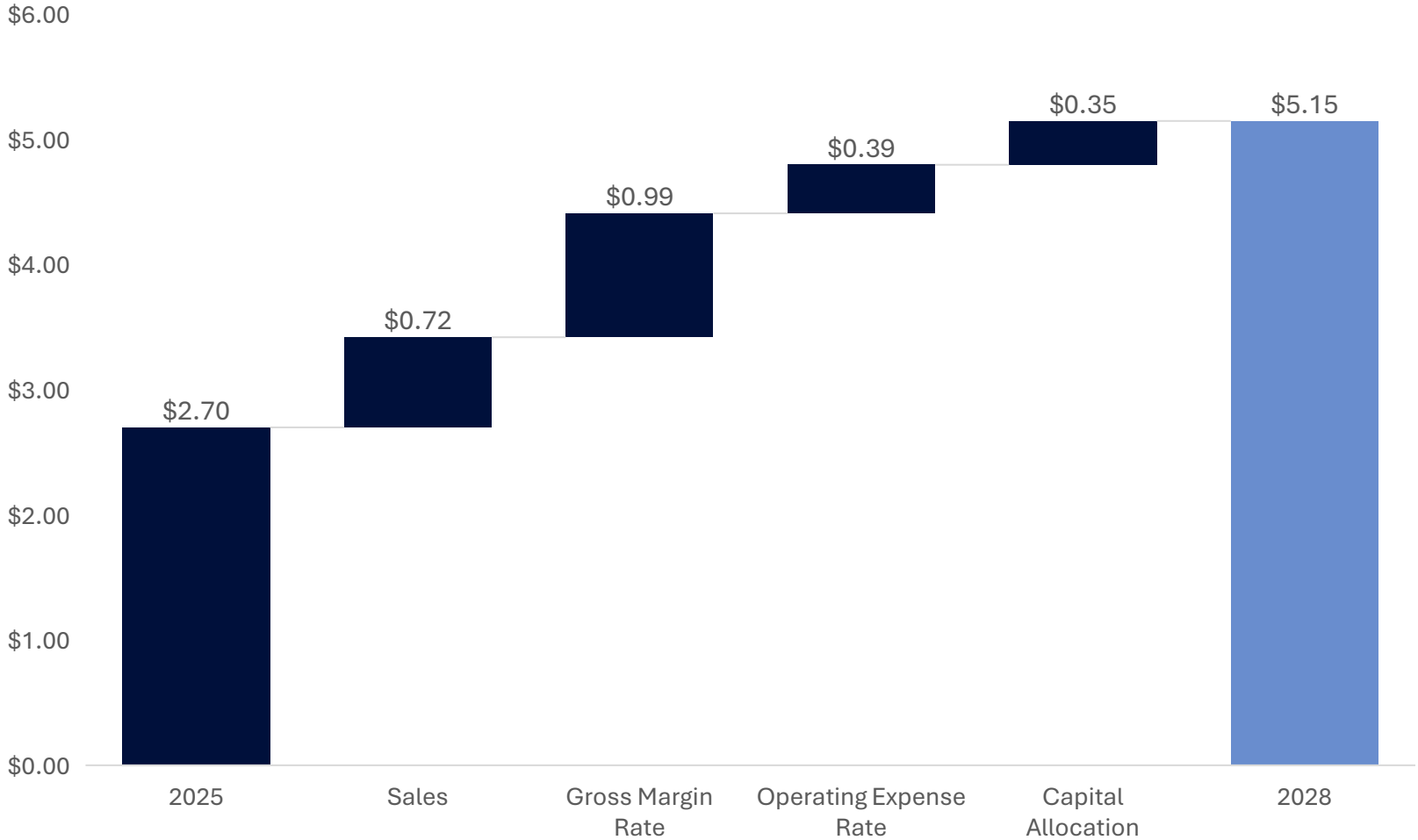
Key Actions

Meaningful expansion of Tempur Sealy balance of share at Mattress Firm: **mid-40s to low-60%**

Expanded scale and vertical integration drive operational efficiencies across **sourcing, manufacturing and logistics**

In 2026 We plan to have achieved **\$100 million of sales synergies and \$75 million of cost synergies**

2025-2028 Adjusted EPS³ Bridge⁶



Adjusted Operating Margin³ Drivers



Sales growth



Leverage



Operational productivity

Below the Line Drivers

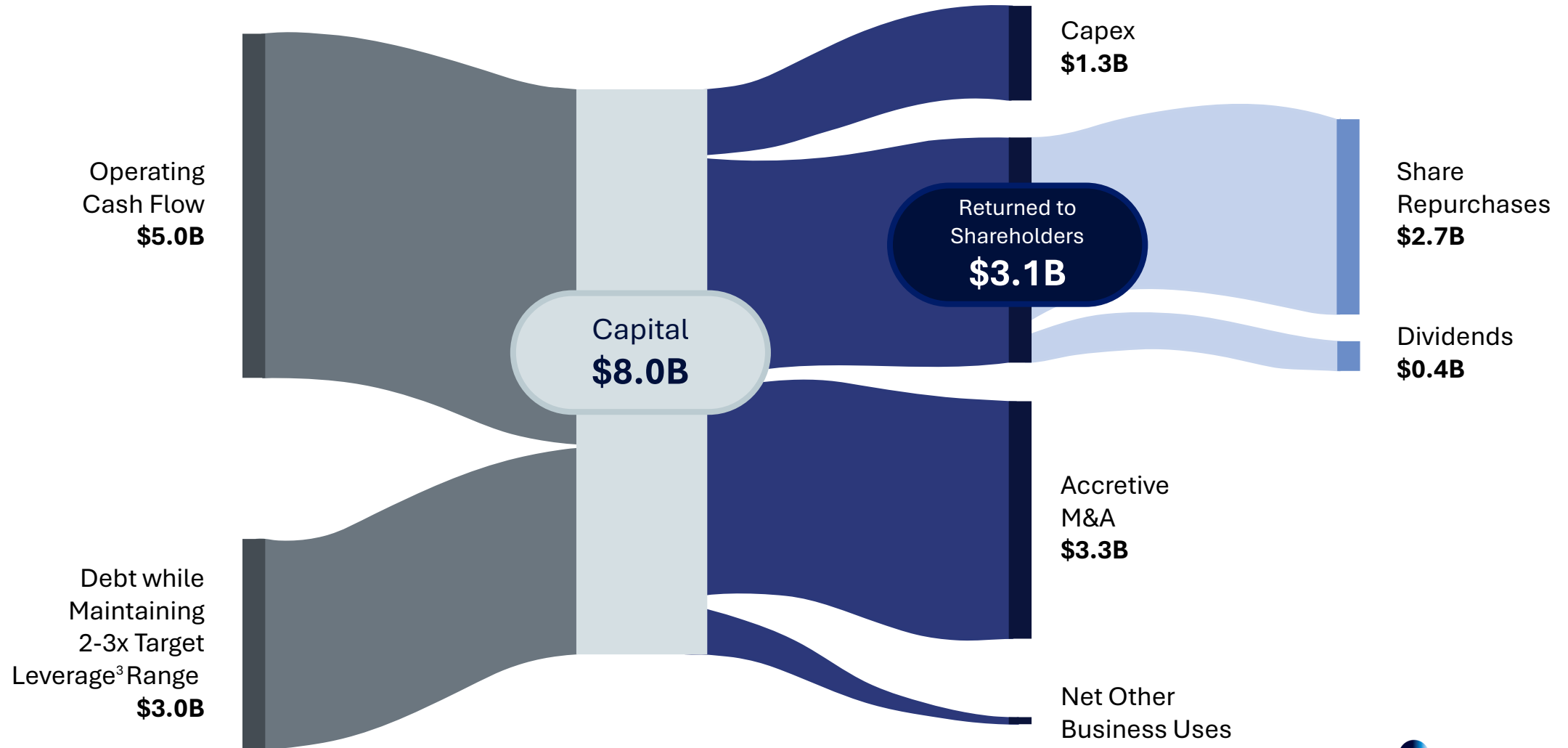
Interest rate favorability

Capital allocation contemplates maintaining 2.5x leverage³



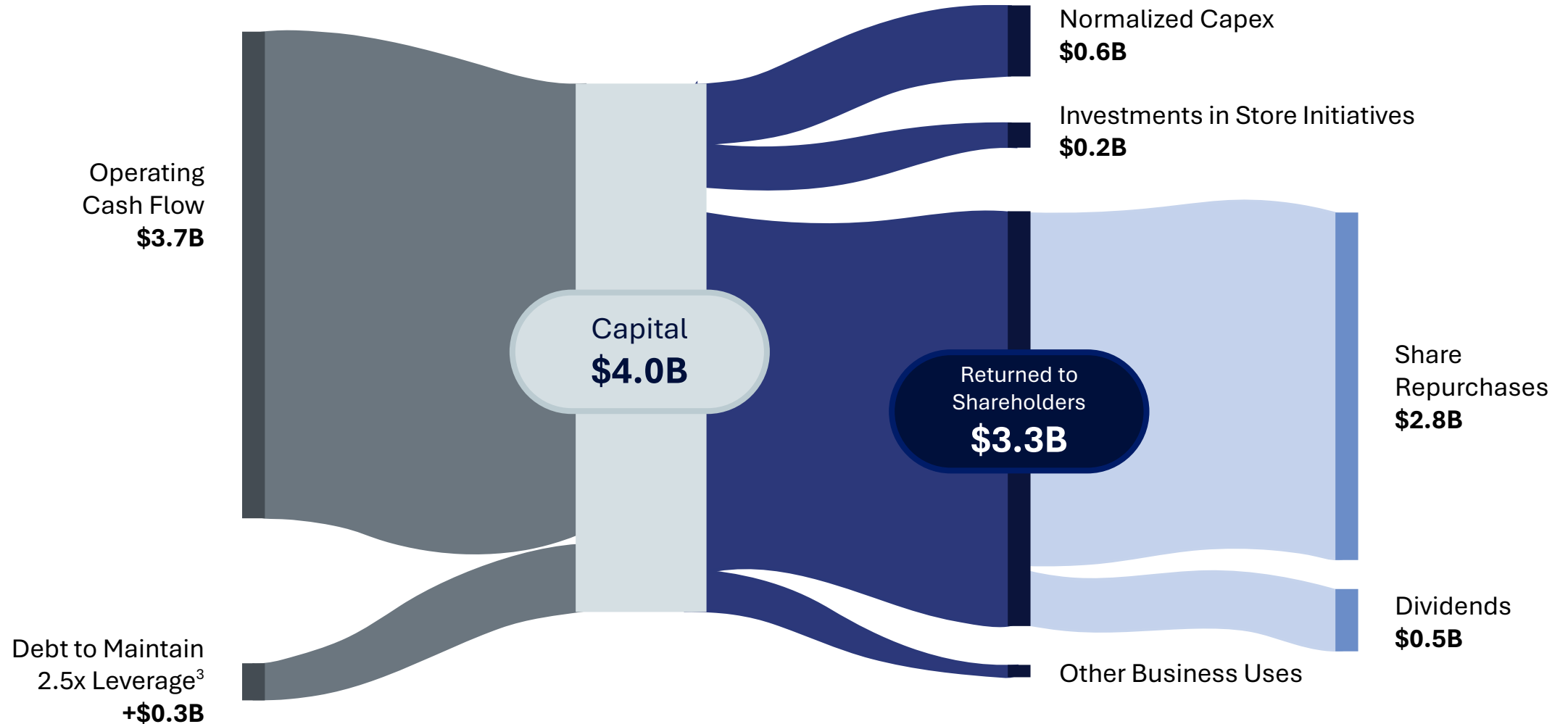
Historical Capital Allocation

2015-2025



Go-Forward Capital Allocation⁶

2026-2028



Opportunistic Approach to M&A



Successful track record of acquisitions:
10+
deals under current leadership

Framework

01

Opportunistic buyer prioritizing **long-term EPS accretion**

02

Look to **add value and build partnerships**

03

Seek targets that diversify our **capabilities, geographic presence, brands and channels across bedding worldwide**

Conclusion



Continued sales growth through enterprise-wide share gains and normalizing industry



Expanding adjusted EBITDA³ margins and industry-leading cash flow



Creating value through **disciplined capital allocation** with a focus on shareholder returns



Investment Thesis: The Stage is Set – the Best is Yet to Come

Global Scale, Vertical Integration:

World's largest bedding company with leading, end-to-end capabilities from design and 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 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, margin expansion 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:

Uniquely positioned to capture share and drive value as the \$120 billion¹ global bedding market rebounds

Q&A Panel



Scott Thompson
CEO



Bhaskar Rao
EVP, CFO



Tom Murray
EVP, CMO



Steve Rusing
CEO, Mattress Firm



Cliff Buster
CEO, Tempur Sealy



Hansbart Wijnand
EVP International, Tempur Sealy



Scott Vollet
EVP, Global Operations,
Tempur Sealy



Brent Pfister
SVP, Brand Management
& NPD, Tempur Sealy

Forward Looking Statements

This investor presentation contains statements regarding the Company's expectations of future performances, integration of acquired companies with our business (including Mattress Firm), the Company's quarterly cash dividend, the Company's expectations regarding geopolitical events (including the war in Ukraine and the conflict in the Middle East), the Company's share repurchase targets, the Company's expectations regarding sales, net sales, adjusted EPS and adjusted EBITDA 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:

TEMPUR®, Tempur-Pedic®, the Tempur-Pedic & Reclining Figure Design®, Tempur Breeze, ActiveBreeze®, TEMPUR-Adapt®, TEMPUR-ProAdapt®, TEMPUR-LuxeAdapt®, TEMPUR-ProBreeze®, TEMPUR-LuxeBreeze®, TEMPUR-Cloud®, TEMPUR-Contour™, TEMPUR-Rhapsody™, TEMPUR-Flex®, THE GRANDBED BY Tempur-Pedic®, TEMPUR-Ergo®, TEMPUR-UP™, TEMPUR-Neck™, TEMPUR-Symphony™, TEMPUR-Comfort™, TEMPUR-Traditional™, TEMPUR-Home™, Sealy®, Sealy Posturepedic®, Stearns & Foster®, Intellicoil™, PrecisionFit™, COCOON by Sealy™, SealyChill™, Mattress Firm®, and Sleepy's® are trademarks, trade names, or service marks of Somnigroup International Inc., and/or its subsidiaries. All other trademarks, trade names, and service marks in this presentation are the property of the respective owners.

Limitations on Guidance:

The guidance included herein is from or supplemental to the Company's press release and related earnings call on February 17, 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, 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.

FY'25 Adjusted Net Income² and Adjusted EPS²

(in millions, except per common share amounts)

	Trailing Twelve Months Ended	
	December 31, 2025	
Net income	\$	384.1
Acquisition-related costs ⁽¹⁾		114.2
Transaction costs ⁽²⁾		56.0
Business combination charges ⁽³⁾		53.8
Loss on disposal of business ⁽⁴⁾		13.9
Supply chain transition costs ⁽⁵⁾		12.1
Disposition-related costs ⁽⁶⁾		10.5
Transaction-related interest expense ⁽⁷⁾		6.8
Cloud-based computing arrangements impairment ⁽⁸⁾		6.2
Adjusted income tax provision ⁽⁹⁾		(92.3)
Total adjustments	\$	181.2
Adjusted net income	\$	565.3
Adjusted earnings per share, diluted	\$	2.70

- (1) In the year ended 2025, the Company recognized \$114.2 million of acquisition-related costs following the Mattress Firm acquisition, primarily related to one-time business combination accounting and purchase price allocation adjustments.
- (2) In the year ended 2025, the Company recorded \$56.0 million of transaction costs primarily related to the Mattress Firm acquisition and related divestitures.
- (3) In the year ended 2025, the Company recognized \$53.8 million of business combination charges related to floor model transition associated with the refinement of Mattress Firm's multi-branded merchandising plan, professional fees and restructuring costs.
- (4) In the year ended 2025, the Company recorded a \$13.9 million loss on disposal of business, net of proceeds of \$9.0 million, associated with the divestiture of 73 Mattress Firm stores and the Sleep Outfitters subsidiary.
- (5) In the year ended 2025, the Company recorded \$12.1 million of supply chain transition costs associated with the consolidation of certain manufacturing facilities.
- (6) In the year ended 2025, the Company recorded \$10.5 million of disposition-related costs, primarily related to retail store transition costs incurred for the divestiture to Mattress Warehouse.
- (7) In the year ended 2025, the Company incurred \$6.8 million of transaction related interest expense, net of interest income, related to the Term B Loan drawn and held in escrow. The proceeds of the Term B Loan were released upon the closing of the acquisition of Mattress Firm on February 5, 2025.
- (8) In the year ended 2025, the Company recorded \$6.2 million of impairment charges related to certain cloud-based computing arrangements.
- (9) Adjusted income tax provision represents the tax effects associated with the aforementioned items, excluding the income tax benefit for the Danish tax matter.

FY'25 Adjusted EBITDA²

<i>(in millions)</i>	Trailing Twelve Months Ended December 31, 2025	
Net income	\$	384.1
Interest expense, net		261.1
Transaction related interest expense, net ⁽¹⁾		6.8
Income tax provision		95.7
Depreciation and amortization		291.6
EBITDA	\$	1,039.3
Adjustments for financial covenant purposes:		
Acquisition-related costs ⁽²⁾		114.2
Transaction costs ⁽³⁾		56.0
Business combination charges ⁽⁴⁾		53.8
Loss on disposal of business ⁽⁵⁾		13.9
Supply chain transition costs ⁽⁶⁾		12.1
Disposition-related costs ⁽⁷⁾		10.5
Cloud-based computing arrangements impairment ⁽⁸⁾		6.2
Adjusted EBITDA	\$	1,306.0
Adjustments for financial covenant purposes:		
Loss from unrestricted subsidiary ⁽⁹⁾		3.1
Earnings from Mattress Firm prior to acquisition ⁽¹⁰⁾		18.7
Future cost synergies to be realized from Mattress Firm acquisition ⁽¹¹⁾		100.0
Adjusted EBITDA per credit facility	\$	1,427.8
Consolidated indebtedness less netted cash	\$	4,582.4
Ratio of consolidated indebtedness less netted cash to adjusted EBITDA		3.21 times

FY'25 Adjusted EBITDA²

- (1) In the year ended 2025, the Company incurred \$6.8 million of transaction related interest expense, net of interest income, related to the Term B Loan drawn and held in escrow. The proceeds of the Term B Loan were released upon the closing of the acquisition of Mattress Firm on February 5, 2025.
- (2) In the year ended 2025, the Company recognized \$114.2 million of acquisition-related costs following the Mattress Firm Acquisition, primarily related to one-time business combination accounting and purchase price allocation adjustments.
- (3) In the year ended 2025, the Company recorded \$56.0 million of transaction costs primarily related to the Mattress Firm acquisition and related divestitures.
- (4) In the year ended 2025, the Company recorded \$53.8 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.
- (5) In the year ended 2025, the Company recorded a \$13.9 million loss on disposal of business, net of proceeds of \$9.0 million, associated with the divestiture of 73 Mattress Firm stores and the Sleep Outfitters subsidiary.
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- (7) In the year ended 2025, the Company recorded \$10.5 million of disposition-related costs, primarily related to retail store transition costs incurred for the divestiture to Mattress Warehouse.
- (8) In the year ended 2025, the Company recorded \$6.2 million of impairment charges related to certain cloud-based computing arrangements.
- (9) A subsidiary in the Tempur Sealy North America business segment was accounted for as held for sale and designated as an unrestricted subsidiary under the 2023 Credit Agreement. Therefore, this subsidiary's financial results were excluded from the Company's adjusted financial measures for covenant compliance purposes.
- (10) The Company completed the Mattress Firm acquisition on February 5, 2025 and designated this subsidiary as restricted under the 2023 Credit Agreement. For covenant compliance purposes, the Company included \$18.7 million of Mattress Firm adjusted EBITDA for the period prior to acquisition in the Company's calculation of adjusted EBITDA per credit facility for the year ended December 31, 2025.
- (11) For the year ended 2025, the Company is permitted to include \$100.0 million of future cost synergies expected to be realized in connection with acquisitions for the purpose of calculating adjusted EBITDA in accordance with the 2023 Credit Agreement.

FY'25 Leverage² Reconciliation

<i>(in millions)</i>	December 31, 2025	
Total debt, net	\$	4,685.7
Plus: Deferred financing costs ⁽¹⁾		31.6
Total debt		4,717.3
Less: Netted cash ⁽²⁾		134.9
Consolidated indebtedness less netted cash	\$	4,582.4

(1) The Company presents 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, the Company has 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.

Footnotes

1. Management estimates, informed by equity research notes and other industry reports
2. 2025 sales in this presentation, including sales used as the base from which to calculate target CAGRs, have been adjusted to normalize for the full year impact of the Mattress Firm acquisition. Consolidated sales have been adjusted by the approximate \$260 million net sales impact of the Mattress Firm stub period, including Mattress Firm's 2025 stub period sales, partially offset by the elimination of sales from Tempur Sealy to Mattress Firm during the same period.
3. Adjusted operating margin, adjusted EBITDA, adjusted EPS, and leverage 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 EBITDA, adjusted EBITDA, adjusted EPS, and leverage, including the adjustments (as applicable) from the corresponding GAAP information
4. Tempur Sealy International reporting segment includes Dreams
5. All brand metrics, consumer behavior insights, and share of voice claims are supported by Somnigroup's, its business units', and their affiliates' consumer insights and third-party media analytics
6. Based on and supplemental to the Company's financial targets and 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
7. Tempur Sealy sales are presented on a standalone basis and include \$976M of 2025 intercompany sales to Mattress Firm in the North America wholesale channel
8. As of December 31, 2025, Mattress Firm franchise locations included 25 locations in Texas, 10 locations in Oklahoma, 8 locations in Mississippi, 1 location in Iowa and 1 location in Minnesota
9. Based on third-party retail market analytics as of December 31, 2025
10. Mattress Firm's annual advertising spend is shown on a standalone basis and includes approximately \$100 million of co-operative advertising dollars from Tempur Sealy
11. Among brands sold to third-party retailers
12. Findings of third-party research measuring advertising effectiveness based on viewer reaction to video advertisements