

Investor Presentation

FY2022 Second Quarter

Steelcase



Investment thesis

- We believe the office will continue to be very relevant for innovation, culture, and collaboration
- An industry leader in a changing workplace environment that we believe provides growth opportunities
- Experienced management team has led the company through similar previous cycles
- Liquidity position is very strong



We're a respected leader

- Strong global market share
- \$2.6 billion revenue in FY2021
- \$185 million adjusted EBITDA in FY2021
- 2.6x total debt/adjusted EBITDA (FY2021 year-end)
- ~11,100 employees (FY2021 year-end)
- ~800 Steelcase dealer locations
- Recognized for **innovative design, sustainability leadership and civic engagement**
 - Named one of the World's Most Admired Companies by Fortune for fifteen years
 - Seven-time perfect score recipient of the Human Rights Campaign's Best Places to Work for LGBTQ Equality
 - Named a 2020 Most Responsible Company by Newsweek
 - Recognized by WSJ as a Most Sustainably-Managed Company in 2020
 - Multinational Finalist in the Circulars Awards from the World Economic Forum for circular economy leadership
 - The Steelcase Flex Collection™ received a Product Design Award in the prestigious Red Dot Awards
 - 2019 Breakfast of Corporate Champions recognition for gender parity on our board of directors
 - Awarded 2021 Better Practice Award from the U.S. Department of Energy's Better Plants Program



reddot winner 2020



World's Most Admired Companies

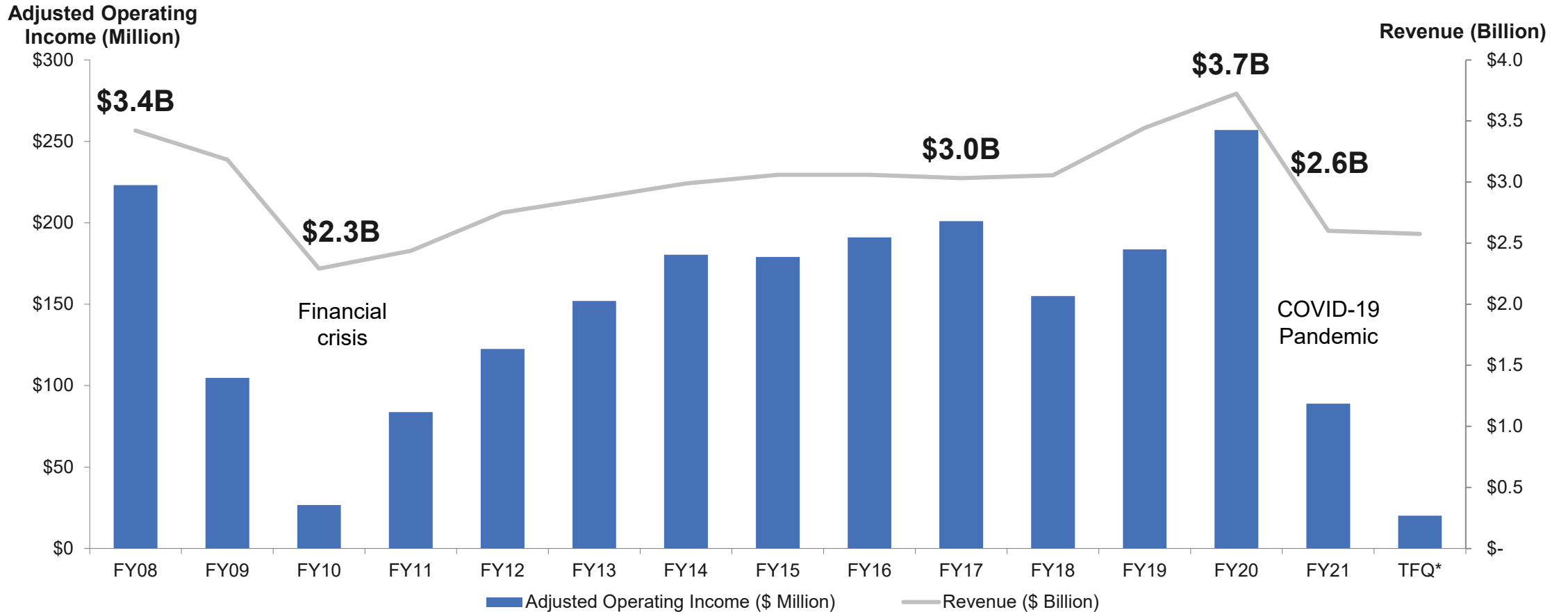
For an astounding 13th straight year, Apple claims the top spot in Fortune's annual ranking of corporate reputation, based on a survey of almost 3,800 executives, directors, and analysts.



MOST SUSTAINABLY MANAGED COMPANIES 2020

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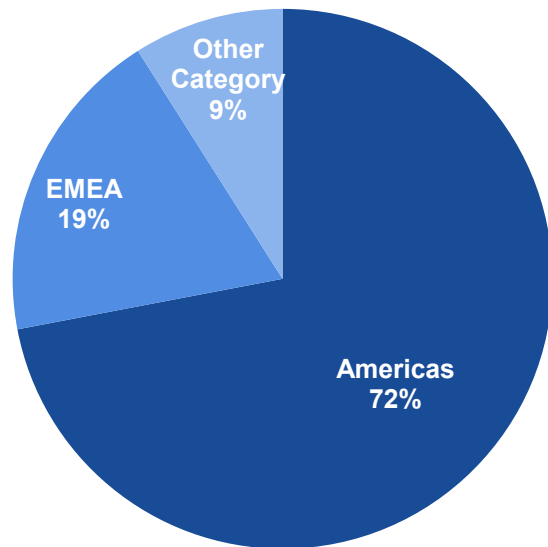
We have a proven track record of managing through a cycle



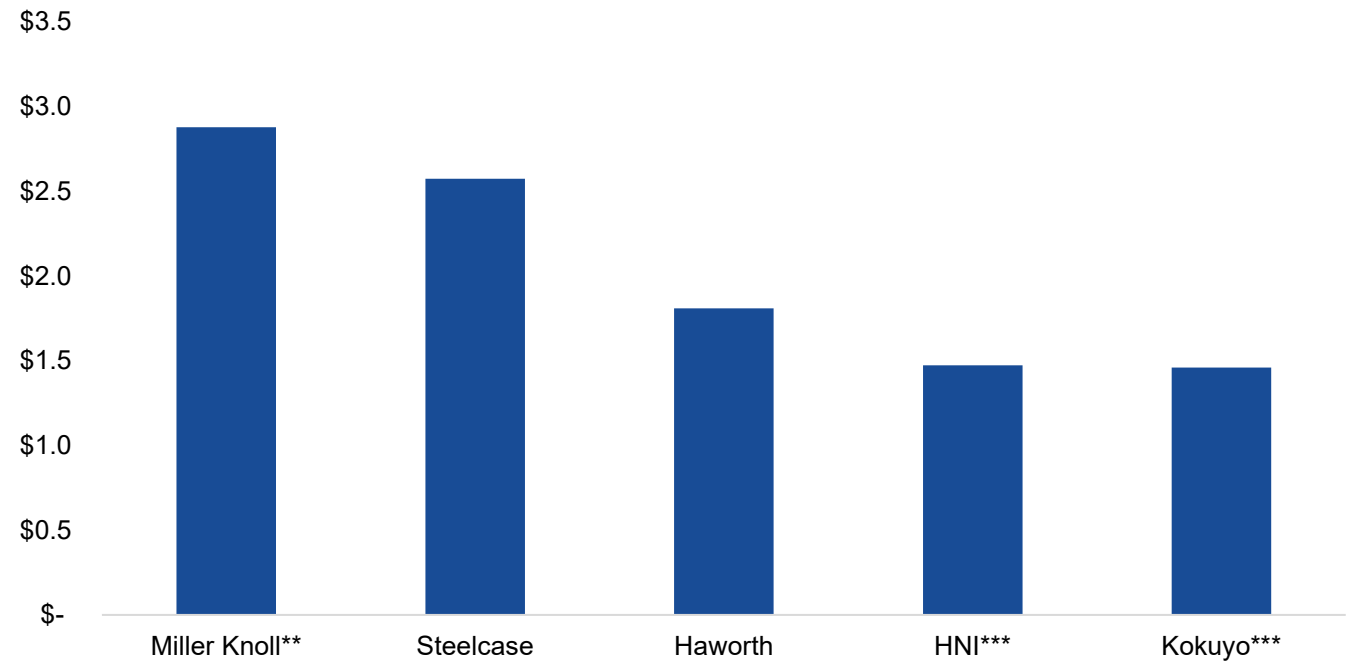
* TFQ: Trailing Four Quarters

Our global scale makes us a preferred partner for leading organizations

STEELCASE Q2 FY22 SEGMENT REVENUE (%)



GLOBAL OFFICE FURNITURE MARKET REVENUE* (\$ IN BILLIONS)



*Most recently published trailing four quarters data and/or internal estimates

** Noting the recent merger of Herman Miller and Knoll completed in July 2021, only workplace furniture segments included (HM retail and KNL residential excluded)

*** Only furniture segments included

Our global capability allows us to serve customers wherever they are

~800 Steelcase
dealer locations

Over **65** locations
in **17** countries

15 Manufacturing
locations,
including
8 outside North
America



We employ user-based research to drive innovation

Create a robust research network

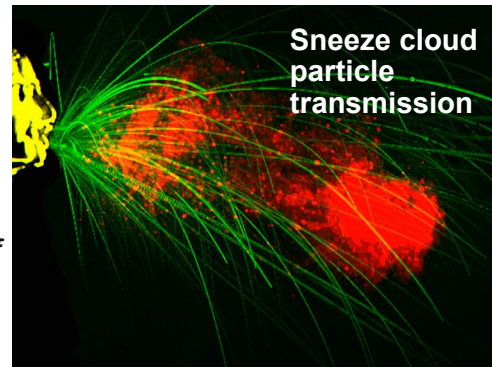
Select Research Partners

- Center for Healthcare Design – Built Environment Network
- G3ict
- Huddly
- IFTF Institute of the Future
- Illinois Institute of Technology, Institute of Design
- MaRS Innovation Hub
- Microsoft (Research, Global Real Estate and Envisioning Group)
- Oregon Institute of Technology
- Philips (Virtual Care)
- Signify (UVC air purification)
- Spectrum Health
- University of Florida Health
- Université Gustave Eiffel
- University of Melbourne
- Virginia Tech
- **MIT (Fluid Dynamics of Disease Transmission Lab, Pathogen research)**

Develop insights on work, workers and the workplace



Provide products, strategies and customer solutions

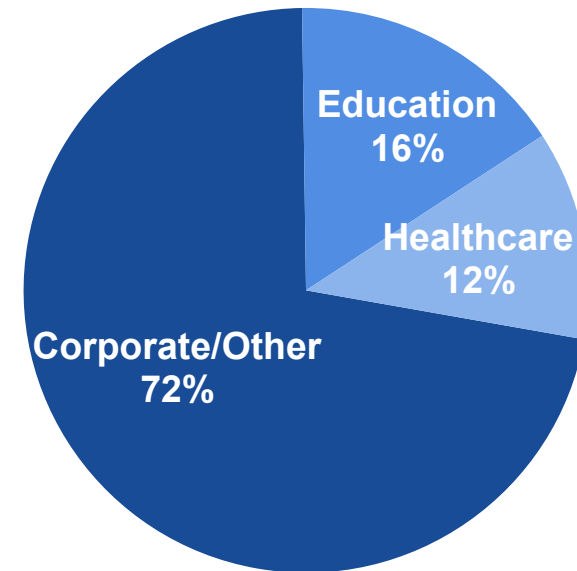


Example of research leading to insights

Our brands serve leading organizations by creating places that amplify the performance of their people, teams and enterprise



Revenue Mix by Vertical Market



Sustainability is a lens for innovation and growth contributing to the financial wellbeing of our company



Environmental Healthy Planet

Create products and operations that are good for the world.

We're carbon neutral now and pushing to go beyond net zero

- Science based targets aligned with a 1.5°C climate scenario.
- Goal to reduce our own carbon emissions by 50% by 2030.



Social Healthy People

Cultivate opportunities for people and communities to thrive.

We've set goals to increase diversity at Steelcase by 2025

- Build diverse teams that reflect our communities
- Ensure equitable development opportunities
- Create a culture of inclusion



Governance Healthy Culture

Curate a culture of trust and integrity.

>50% of our board members are women

Our Core Values

We believe every team member, in every location, lives our shared Steelcase values.

Act with integrity

Tell the truth

Keep commitments

Treat people with dignity and respect

Promote positive relationships

Protect the environment

Excel

We're using social innovation to do good in the world

4 QUALITY EDUCATION



10 REDUCED INEQUALITIES

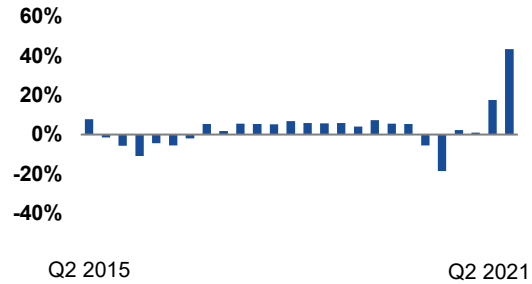


11 SUSTAINABLE CITIES AND COMMUNITIES

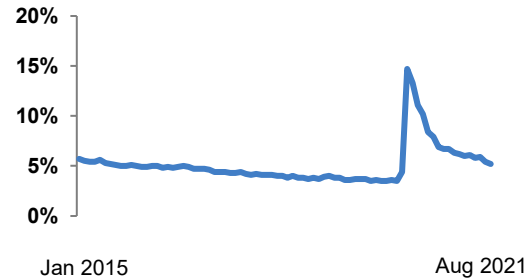


U.S. industry macro-factors have mostly begun to be more supportive of growth after worsening during COVID-19 pandemic

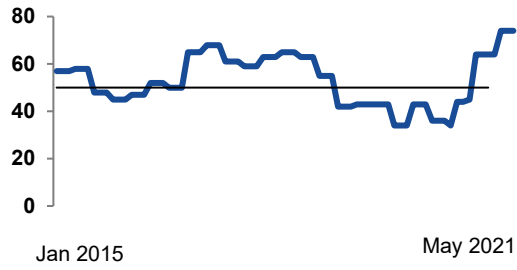
CORPORATE PROFITS AFTER-TAX (U.S.)
With IVA and CCA adjustments
(Year-over-Year % change)



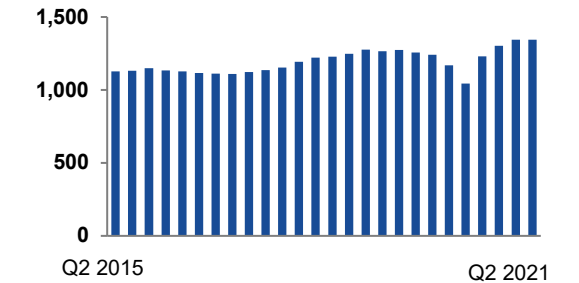
UNEMPLOYMENT (U.S.)
Unemployment Rate (%)



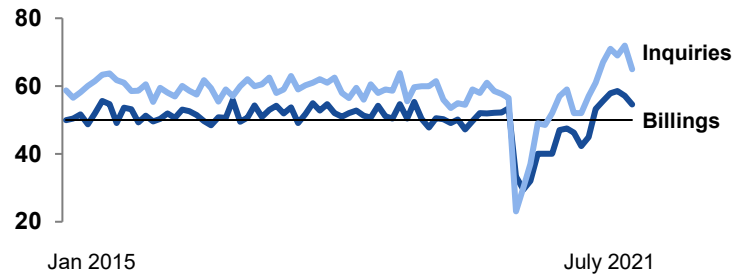
THE CONFERENCE BOARD MEASURE OF CEO CONFIDENCE (U.S.)



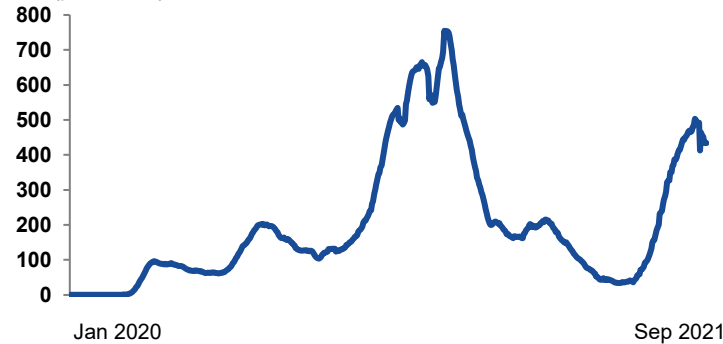
NON-RESIDENTIAL FIXED INVESTMENT (U.S.)
Equipment (In US\$, billions)



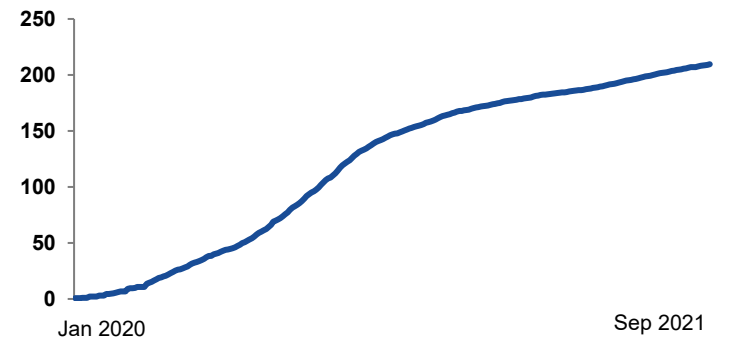
ARCHITECTURAL BILLING INDEX (U.S.)
(Billings & Inquiries)



COVID-19 NEW CASES PER DAY
(per million)



COVID-19 TOTAL ADMINISTERED VACCINES
(in millions)



EMEA industry macro-factors have mostly begun to be more supportive of growth after worsening during COVID-19 pandemic

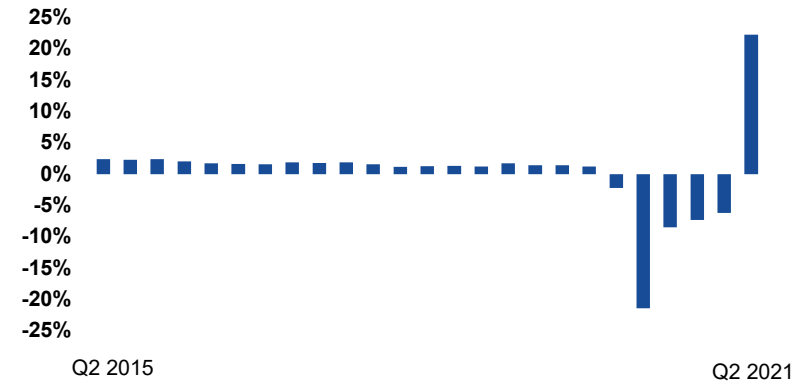
GERMANY REAL GDP GROWTH



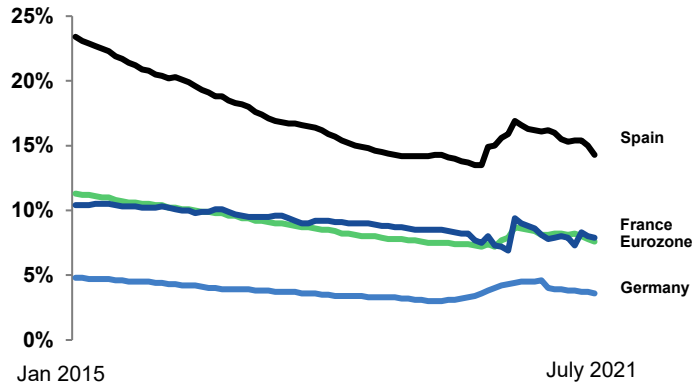
FRANCE REAL GDP GROWTH



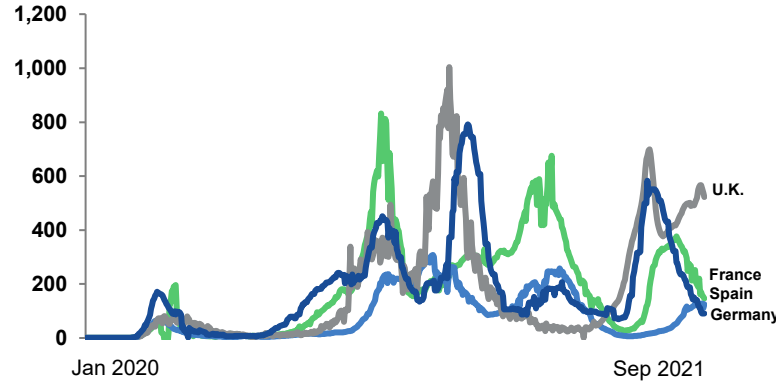
UK REAL GDP GROWTH



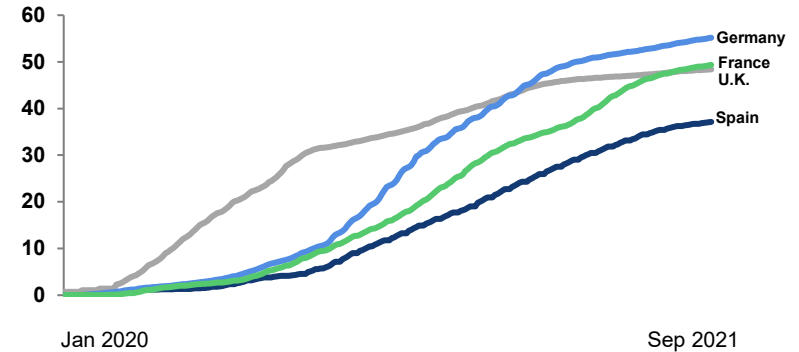
HARMONIZED UNEMPLOYMENT RATE (seasonally adjusted)



COVID-19 NEW CASES PER DAY (per million)



COVID-19 TOTAL ADMINISTERED VACCINES (in millions)



Extreme work from home (WFH) strategies are not viable

Productivity



Productivity decreased by:

- Lower employee engagement
- Lack of proximity and social accountability
- Suboptimal home offices

Collaboration



Collaboration decreased by:

- Less time spent working with others
- Unnatural conversation flow during virtual meetings
- Lack of serendipitous interactions

Wellbeing



Wellbeing decreased by:

- Non-ergonomic home workspaces
- Longer workdays
- Feeling socially isolated

Global leaders anticipate more of their workforce will be working in a hybrid model



23%

In Office



72%

Hybrid



5%

Work From Home

Five key things people need emerged from our research

Safety

to be safe and feel safe

Belonging

inclusion, trust and shared purpose

Productivity

to focus and collaborate

Comfort

physical, cognitive and emotional

Control

more control over where
and how they work

Steelcase research . . .
since September 2021

8+

Primary Studies

52,000

Surveys + Conversations

11

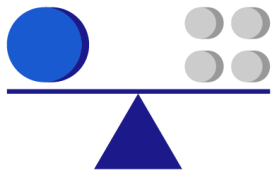
Countries

8,000

Floorplans Analyzed

 Steelcase Research
September 2021- Ongoing

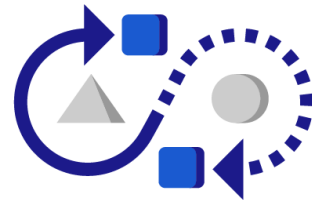
We have identified a new set of design principles to create compelling environments



Me + We

Equally support team and individual work

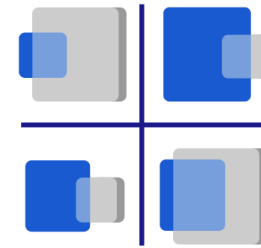
Allow for quick shifts between working alone and together



Fixed to Fluid

Multi-modal spaces support multiple purposes + modes of work

Adaptable spaces: Highly mobile furniture, power, technology and space division



Open + Enclosed

More enclosed “me” and more open “we” spaces

Provide a range of individual privacy + control options



Braiding Digital + Physical

Increased video use in “me” and “we” spaces for those remote and physically present

Our product development efforts are focused on supporting our customers as they return to the office or the classroom, or as they connect from home



Open Space Collaboration



Closed Personal Space



Home Office



Learning

Our international markets provide opportunities for revenue growth and profit improvement

EMEA

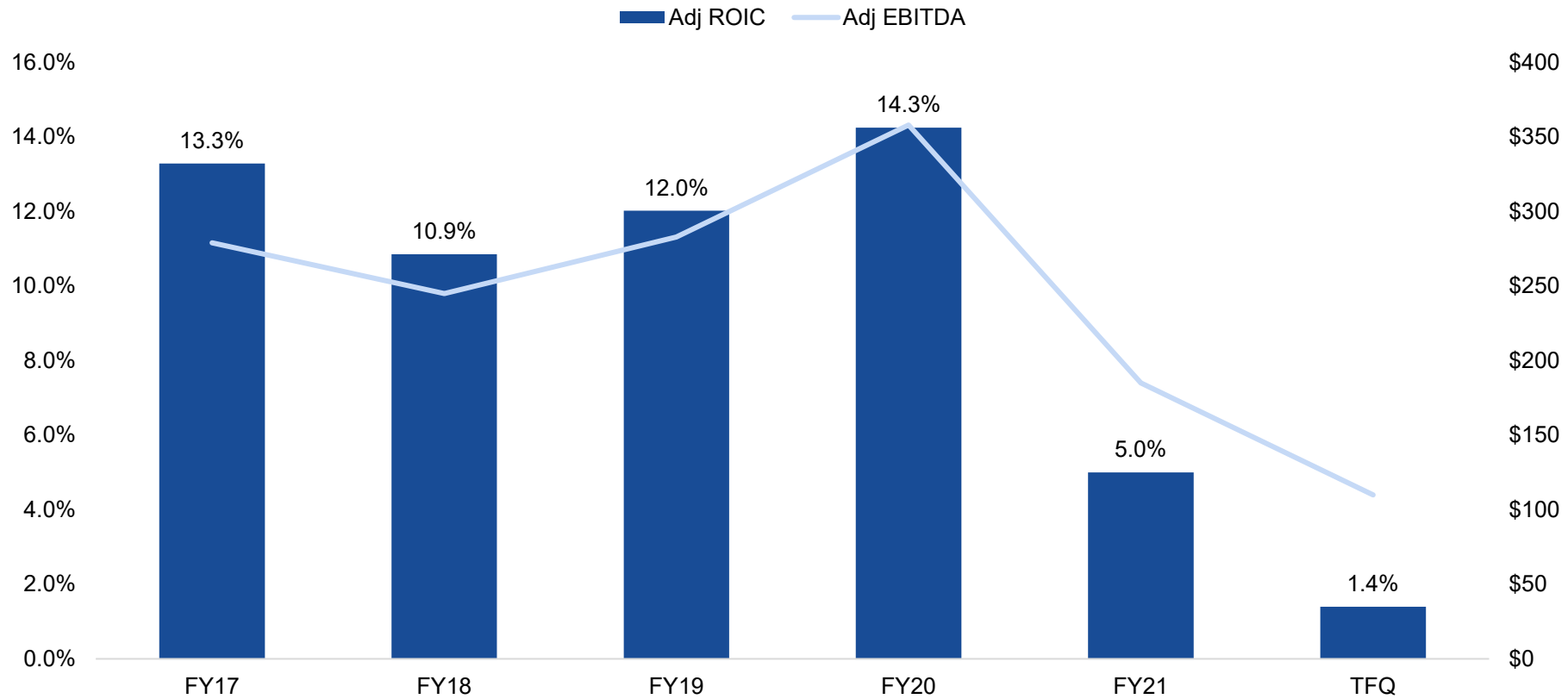
- We believe we can **gain market share** as customers return to the office and we leverage our product development investments
- We continue to focus on **gross margin improvement initiatives**
- We have fitness initiatives aimed at improving our **operating expense leverage**
- We have built new capabilities to **serve the work from home** market

Asia Pacific (APAC)

- Certain APAC markets are **leading the global economic recovery** and return to the office
- We are leveraging our **global product development portfolio** to bring new solutions to our APAC customers
- We are **increasing our marketing investments** to support our Work Better research
- We have built new capabilities to **serve the work from home** market

Our investments in the business generated strong return on invested capital before impact of COVID-19 pandemic in fiscal 2021

ADJUSTED RETURN ON INVESTED CAPITAL (ROIC) & ADJUSTED EBITDA (\$M)
(% Adjusted Net Income of Average Capital)

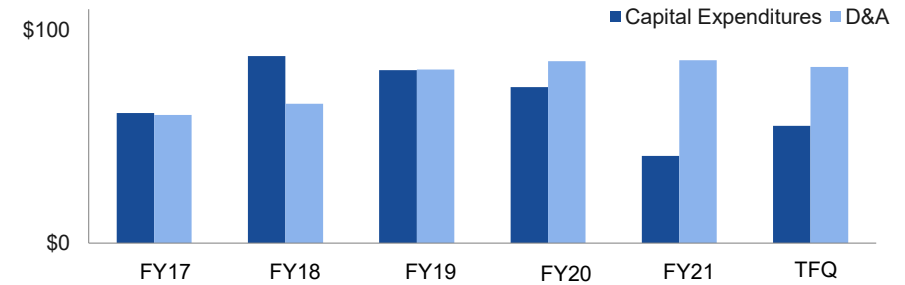


Our capital allocation philosophy contains a balances of reinvestment in the business, dividends, and share repurchases

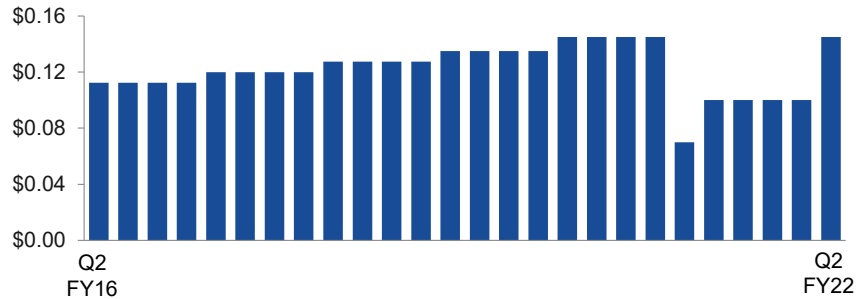
Capital Allocation Philosophy

- Reinvestment in the business
- Acquisitions
- Dividends
- Opportunistic share repurchases

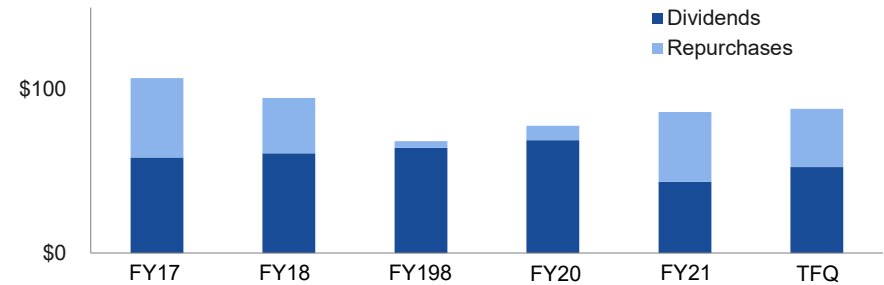
CAPITAL EXPENDITURES VS. DEPRECIATION AND AMORTIZATION
(\$ MILLIONS)



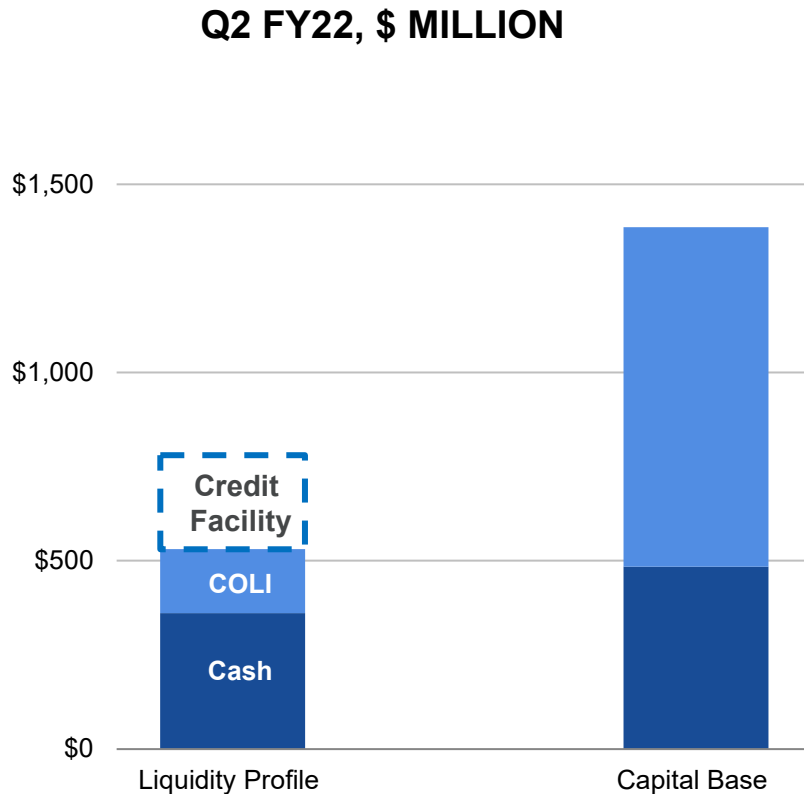
QUARTERLY DIVIDENDS PAID PER SHARE



DIVIDENDS AND SHARE REPURCHASES
(\$ MILLIONS)



Our balance sheet remained strong in Q2 and provides stability through business cycles



Credit facility covenant information

- (1) maximum leverage ratio covenant, which is measured by the ratio of indebtedness less liquidity to trailing four quarter adjusted EBITDA (as defined in the credit agreement) and is required to be less than 3:5:1
- (2) minimum interest coverage ratio covenant, which is measured by the ratio of trailing four quarter adjusted EBITDA (as defined in the credit agreement) to trailing four quarter interest expense and is required to be no less than 3:0:1.

As of August 27, 2021, we were in compliance with all covenants under the facility.

Appendix

[Learn more](#)

Forward-looking statements

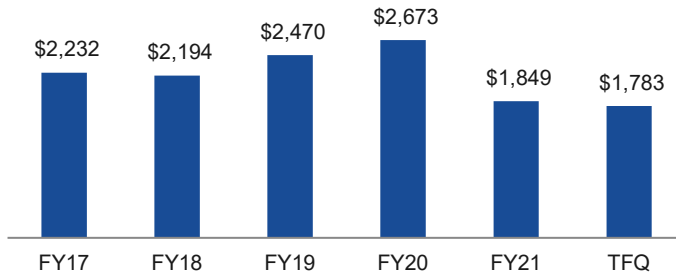
From time to time, in written and oral statements, the company discusses its expectations regarding future events and its plans and objectives for future operations.

These forward-looking statements discuss goals, intentions and expectations as to future trends, plans, events, results of operations or financial condition, or state other information relating to us, based on current beliefs of management as well as assumptions made by, and information currently available to, the company. Forward-looking statements generally are accompanied by words such as "anticipate," "believe," "could," "estimate," "expect," "forecast," "intend," "may," "possible," "potential," "predict," "project," "target" or other similar words, phrases or expressions. Although we believe these forward-looking statements are reasonable, they are based upon a number of assumptions concerning future conditions, any or all of which may ultimately prove to be inaccurate. Forward-

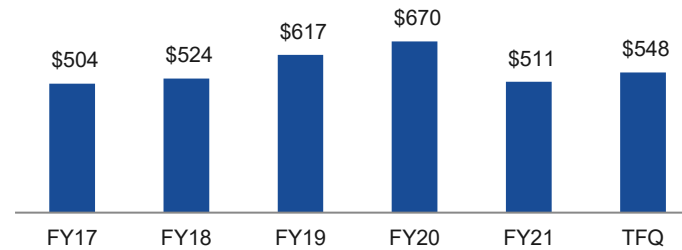
looking statements involve a number of risks and uncertainties that could cause actual results to vary from the company's expectations because of factors such as, but not limited to, competitive and general economic conditions domestically and internationally; acts of terrorism, war, governmental action, natural disasters, pandemics and other Force Majeure events; cyberattacks; the COVID-19 pandemic and the actions taken by various governments and third parties to combat the pandemic; changes in the legal and regulatory environment; changes in raw material, commodity and other input costs; currency fluctuations; changes in customer demand; and the other risks and contingencies detailed in the company's most recent Annual Report on Form 10-K and its other filings with the Securities and Exchange Commission. Steelcase undertakes no obligation to update, amend or clarify forward-looking statements, whether as a result of new information, future events or otherwise.

Segment revenue and earnings

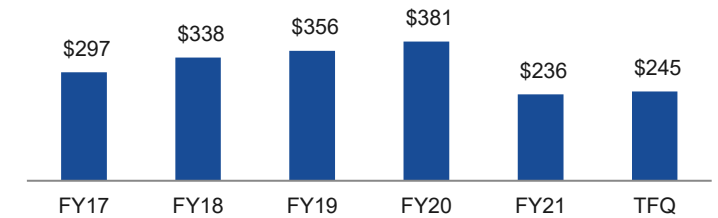
AMERICAS – REVENUE
(US\$ millions)



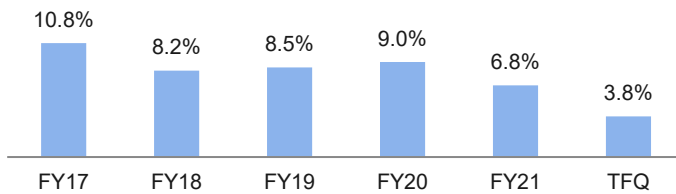
EMEA – REVENUE
(US\$ millions)



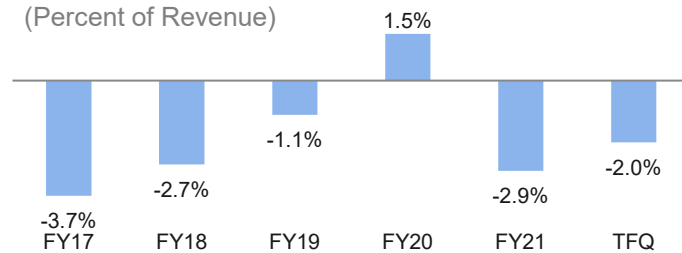
OTHER CATEGORY – REVENUE
(US\$ millions)



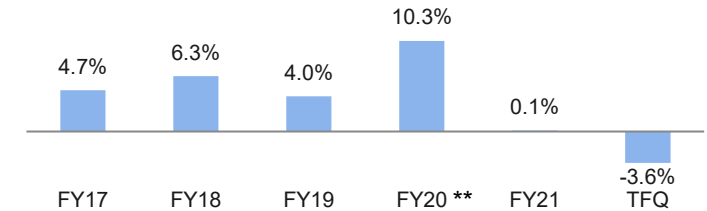
AMERICAS – ADJUSTED OPERATING INCOME MARGIN *
(Percent of Revenue)



EMEA – ADJUSTED OPERATING INCOME (LOSS) MARGIN *
(Percent of Revenue)



OTHER CATEGORY – OPERATING INCOME (LOSS) MARGIN
(Percent of Revenue)

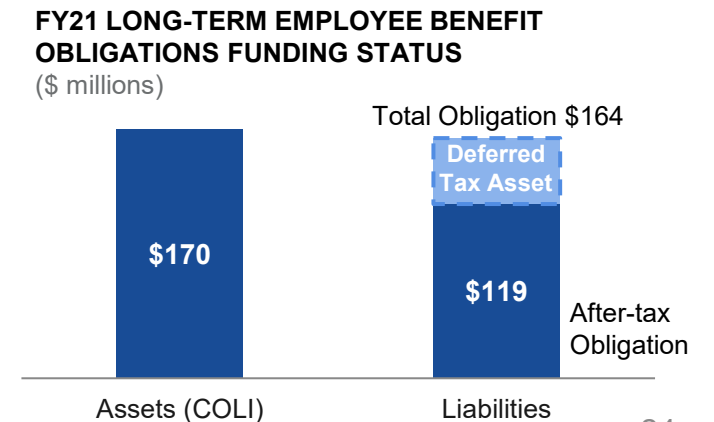
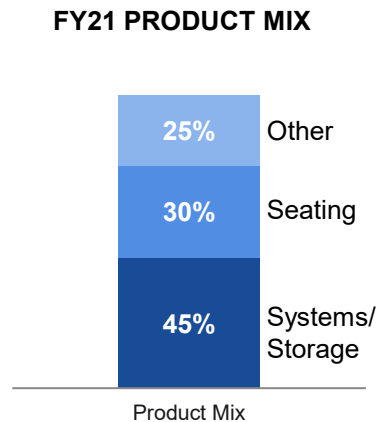
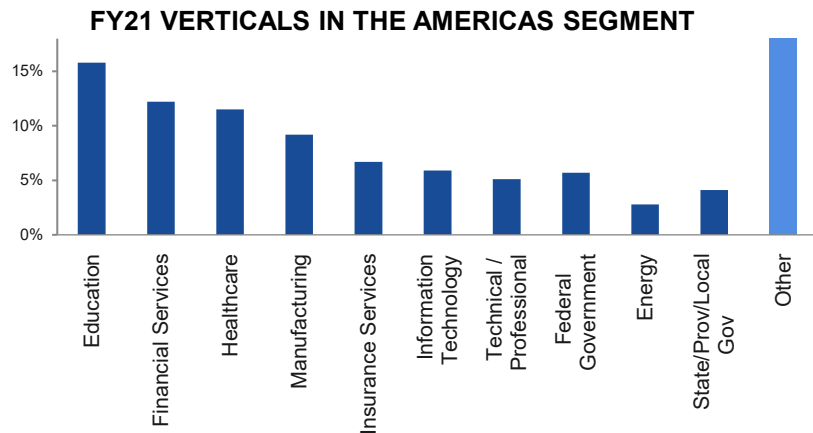


* Operating income restated due to implementation of ASU No. 2017-07, Compensation - Retirement Benefits (Topic 715). Please see Q1 FY19 10-Q for more information.

** Q4 FY20 included a ~\$21M gain on the sale of PolyVision in the Other Category

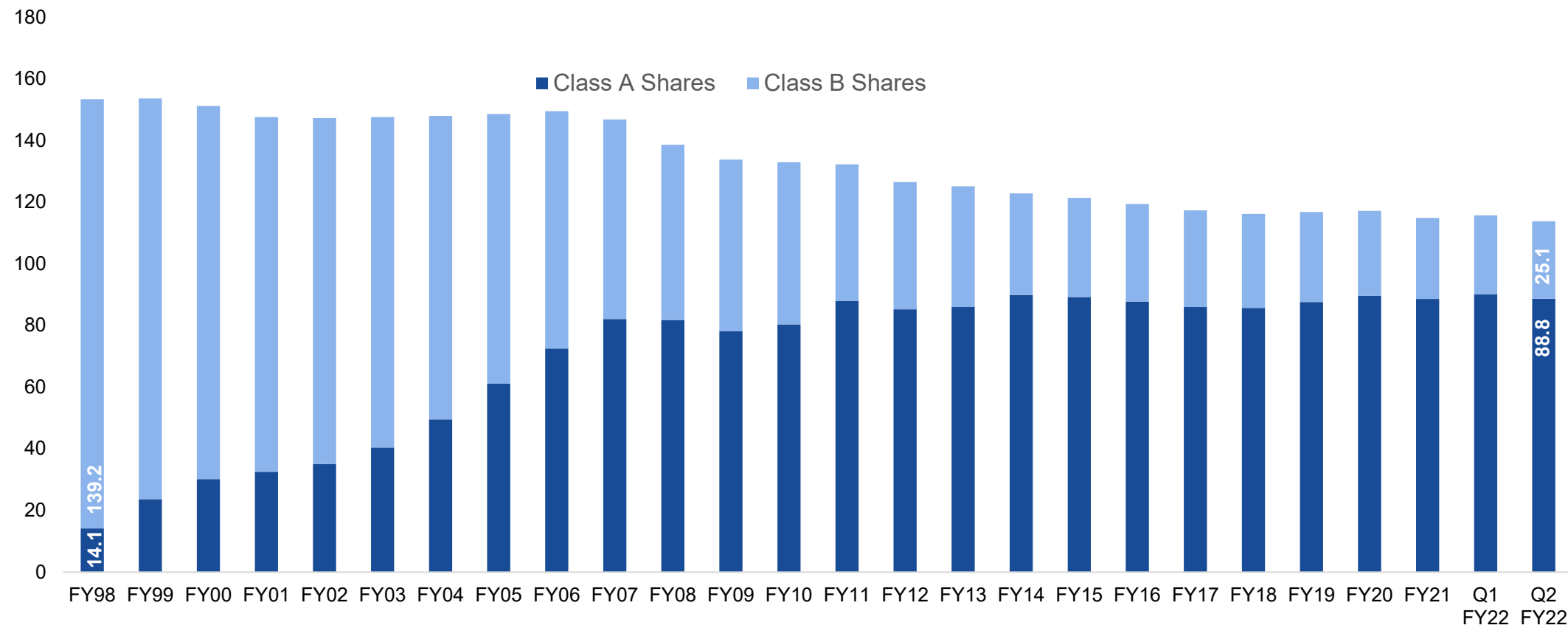
Select segment statistics (as of February 26, 2021)

END OF FISCAL YEAR 2021	AMERICAS	EMEA	OTHER CATEGORY
Number of Steelcase dealer locations	~ 400	~ 340	~ 60
Employees – non-manufacturing	~ 2,700	~ 1,400	~ 800
Employees – manufacturing	~ 4,200	~ 1,200	~ 800
Number of primary manufacturing locations	Michigan – 2 Alabama – 1 Mexico – 2 Texas – 1 Maine - 1	France – 1 Germany – 1 Spain – 1 Czech Republic – 1 U.K. – 1	China – 1 Malaysia – 1 India – 1



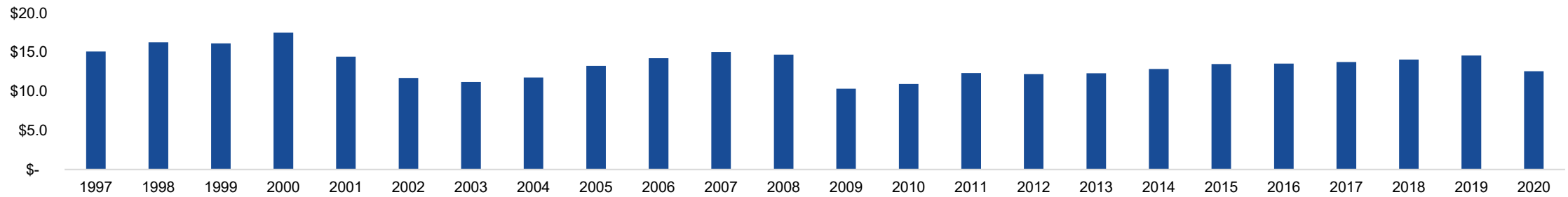
Historic shares outstanding

SHARES (IN MILLIONS)



Historical market data

ESTIMATED U.S. OFFICE FURNITURE SHIPMENTS
(USD billions)



EUROPEAN OFFICE FURNITURE CONSUMPTION
(EUR billions)



Non-GAAP financial measures

This presentation contains non-GAAP financial measures. A “non-GAAP financial measure” is defined as a numerical measure of a company’s financial performance that excludes or includes amounts so as to be different than the most directly comparable measure calculated and presented in accordance with GAAP in the condensed consolidated statements of operations, balance sheets or statements of cash flows of the company. Pursuant to the requirements of Regulation G, the company has provided a reconciliation of the non-GAAP financial measures to the most directly comparable GAAP financial measures. The non-GAAP financial measures used within this presentation are: (1) adjusted operating income (loss), which represents operating income (loss), excluding restructuring costs and goodwill and intangible asset impairment charges, (2) adjusted operating income (loss) margin, which represents operating income (loss) margin, excluding restructuring costs and goodwill and intangible asset impairment charges,

(3) adjusted Earnings Before Interest, Taxes and Depreciation and Amortization (EBITDA), which represents EBITDA, excluding restructuring and goodwill and intangible asset impairment charges, (4) adjusted Earnings Before Interest Taxes and Depreciation and Amortization (EBITDA) margin, which represents adjusted EBITDA as a percentage of revenue, (5) total debt to adjusted EBITDA ratio, which represents total debt divided by adjusted EBITDA and (6) adjusted return on invested capital (ROIC), which represents income before income tax expense, excluding interest expense, restructuring costs and goodwill and intangible asset impairment charges, less income tax expense at an assumed long-term effective tax rate, divided by average capital (defined as the average of total debt and shareholders’ equity at the beginning and end of the applicable period). These measures are presented because management uses this information to monitor and evaluate financial results and trends. Therefore, management believes this information is also useful for investors.

ADJUSTED OPERATING INCOME

\$ Million	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	TFQ
Operating Income/(Loss) as Restated*	\$203	\$1	(\$12)	\$52	\$97	\$59	\$166	\$137	\$170	\$196	\$155	\$184	\$257	\$43	\$9
Restructuring Costs	-	\$38	\$35	\$31	\$31	\$35	\$7	\$41	\$20	\$5	-	-	-	\$28	\$13
Goodwill and intangible asset impairment charges	\$21	\$65	-	-	-	\$60	\$13	-	-	-	-	-	-	\$18	-
Adjusted Operating Income	\$225	\$107	\$27	\$83	\$124	\$151	\$180	\$178	\$190	\$201	\$155	\$184	\$257	\$89	\$22

* Operating income restated due to implementation of ASU No. 2017-07, Compensation - Retirement Benefits (Topic 715). Please see Q1 FY19 10-Q for more information.

Non-GAAP financial measures

AMERICAS ADJUSTED OPERATING INCOME MARGIN *

(Percent of Revenue)

	FY17	FY18	FY19	FY20	FY21	TFQ
Operating Income Margin as Restated *	10.7%	8.2%	8.5%	9.0%	5.2%	3.1%
Restructuring Costs (Benefits)	0.1%	-	-	-	1.6%	0.7%
Adjusted Operating Income Margin	10.8%	8.2%	8.5%	9.0%	6.8%	3.8%

* Operating income restated due to implementation of ASU No. 2017-07, Compensation - Retirement Benefits (Topic 715). Please see Q1 FY19 10-Q for more information.

Non-GAAP financial measures

EMEA ADJUSTED OPERATING INCOME (LOSS) MARGIN *

(Percent of Revenue)

	FY17	FY18	FY19	FY20	FY21	TFQ
Operating Income (Loss) Margin as Restated *	(4.1%)	(2.7%)	(1.1%)	1.5%	(6.3%)	(2.0%)
Goodwill and intangible asset impairment charges	-	-	-	-	3.4%	-
Restructuring Costs	0.4%	-	-	-	-	-
Adjusted Operating Income (Loss) Margin	(3.7%)	(2.7%)	(1.1%)	1.5%	(2.9%)	(2.0%)

* Operating income restated due to implementation of ASU No. 2017-07, Compensation - Retirement Benefits (Topic 715). Please see Q1 FY19 10-Q for more information.

Non-GAAP financial measures

ADJUSTED EBITDA MARGIN and TOTAL DEBT / ADJUSTED EBITDA

\$ Million	FY17	FY18	FY19	FY20	FY21	TFQ
Revenue	\$3,032	\$3,055	\$3,443	\$3,724	\$2,596	\$2,576
Income (loss) before income tax expense	\$196	\$162	\$164	\$245	\$26	\$(12)
Interest Expense	\$17	\$18	\$38	\$27	\$27	\$26
Depreciation and amortization	\$60	\$66	\$82	\$86	\$86	\$83
Restructuring costs	\$5	-	-	-	\$28	\$13
Goodwill and intangible asset impairment charges	-	-	-	-	\$18	-
Adjusted EBITDA	\$279	\$245	\$283	\$358	\$185	\$110
Adjusted EBITDA Margin (% of Revenue)	9.2%	8.0%	8.2%	9.6%	7.1%	4.4%
Total Debt	\$297	\$295	\$487	\$484	\$484	\$484
Total Debt / Adjusted EBITDA	1.1	1.2	1.7	1.4	2.6	4.4

Non-GAAP financial measures

ADJUSTED RETURN ON INVESTED CAPITAL (ROIC)

\$ Million	FY17	FY18	FY19	FY20	FY21	TFQ
Income (loss) before income tax expense	\$196	\$162	\$164	\$245	\$26	\$(12)
Interest Expense	\$17	\$18	\$38	\$27	\$27	\$26
Restructuring costs	\$5	-	-	-	\$28	\$13
Goodwill and intangible asset impairment charges	-	-	-	-	\$18	-
Adjusted Income before income tax expense	\$218	\$180	\$201	\$273	\$99	\$27
Assumed Long-Term Effective Income Tax Rate %	36.0%	34.5%	27.0% ⁽¹⁾	27.0%	27.0%	27.5%
Adjusted Net Income	\$140	\$118	\$147	\$199	\$72	\$20
Total Debt	\$297	\$295	\$487	\$484	\$484	\$484
Total shareholders' equity	\$767	\$813	\$850	\$970	\$962	\$901
Total Capital	\$1,064	\$1,108	\$1,337	\$1,455	\$1,446	\$1,385
Prior Year Total Capital	\$1,036	\$1,064	\$1,108	\$1,337	\$1,455	\$1,431
Average Capital	\$1,050	\$1,086	\$1,223	\$1,396	\$1,451	\$1,408
Adjusted Return on Invested Capital (ROIC) (Adjusted Net Income as a % of Average Capital)	13.3%	10.9%	12.0%	14.3%	5.0%	1.4%

(1) Assumes 10 months at 36% and 2 months at 27% as after U.S. Tax Reform

Steelcase