

REFINITIV

DELTA REPORT

10-Q

SCS - STEELCASE INC

10-Q - NOVEMBER 22, 2024 COMPARED TO 10-Q - AUGUST 23, 2024

The following comparison report has been automatically generated

TOTAL DELTAS	651
CHANGES	192
DELETIONS	205
ADDITIONS	254

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

☒ QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended August 23, 2024 November 22, 2024

or

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from to

Commission File Number 1-13873

STEELCASE INC.

(Exact name of registrant as specified in its charter)

Michigan

(State or other jurisdiction
of incorporation or organization)

901 44th Street SE

Grand Rapids, Michigan

(Address of principal executive offices)

38-0819050

(I.R.S. Employer Identification No.)

49508

(Zip Code)

(616) 247-2710

(Registrant's telephone number, including area code)

None

(Former name, former address and former fiscal year, if changed since last report)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading symbol(s)	Name of each exchange on which registered
Class A Common Stock	SCS	New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐

Smaller reporting company ☐

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

As of September 17, 2024 December 17, 2024, Steelcase Inc. had 93,958,492 94,078,413 shares of Class A Common Stock and 20,011,527 19,643,520 shares of Class B Common Stock outstanding.

STEELCASE INC.
FORM 10-Q

FOR THE QUARTERLY PERIOD ENDED August 23, 2024 November 22, 2024

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PART I. FINANCIAL INFORMATION

Item 1. Financial Statements:

STEELCASE INC.
CONDENSED CONSOLIDATED STATEMENTS OF INCOME (Unaudited)
(in millions, except per share data)

	Three Months Ended		Six Months Ended			Three Months Ended	Nine Months Ended
	August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023		August 25, 2023	
	November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023		November 24, 2023	

Revenue

Cost of sales

Cost of sales
Cost of sales
Restructuring costs
Restructuring costs
Restructuring costs
Gross profit
Gross profit
Gross profit
Operating expenses
Operating expenses
Operating expenses
Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs
Restructuring costs
Restructuring costs
Operating income
Operating income
Operating income
Interest expense
Interest expense
Interest expense
Investment income
Investment income
Investment income
Other income (expense), net
Other income (expense), net
Other income (expense), net
Income before income tax expense
Income before income tax expense
Income before income tax expense
Income tax expense
Income tax expense
Income tax expense
Net income
Net income
Net income
Earnings per share:
Earnings per share:
Earnings per share:
Basic
Basic
Basic
Diluted
Diluted
Diluted
Dividends declared and paid per common share
Dividends declared and paid per common share
Dividends declared and paid per common share

See accompanying notes to the condensed consolidated financial statements.

STEELCASE INC.
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (Unaudited)
(in millions)

	Three Months Ended		Six Months Ended		Three Months Ended	Nine Months Ended
	August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023	August 25, 2023	
	November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023	November 24, 2023	

Net income
Other comprehensive income (loss), net:
Other comprehensive income (loss), net:
Other comprehensive income (loss), net:
Unrealized gain on investments
Unrealized gain on investments
Unrealized gain on investments
Unrealized gain (loss) on investments
Unrealized gain (loss) on investments
Unrealized gain (loss) on investments
Pension and other post-retirement liability adjustments
Pension and other post-retirement liability adjustments
Pension and other post-retirement liability adjustments
Derivative amortization
Derivative amortization
Derivative amortization
Foreign currency translation adjustments
Foreign currency translation adjustments
Foreign currency translation adjustments
Total other comprehensive income (loss), net
Total other comprehensive income (loss), net
Total other comprehensive income (loss), net
Comprehensive income
Comprehensive income
Comprehensive income

See accompanying notes to the condensed consolidated financial statements.

STEELCASE INC.
CONDENSED CONSOLIDATED BALANCE SHEETS
(in millions)

	(Unaudited)
	August 23, 2024
	August 23, 2024

	August 23, 2024	
	August 23, 2024	
	August 23, 2024	
	August 23, 2024	February 23, 2024
	November 22, 2024	
	November 22, 2024	
	November 22, 2024	
	November 22, 2024	
	November 22, 2024	
	November 22, 2024	February 23, 2024

ASSETS
Current assets:
Current assets:
Current assets:
Cash and cash equivalents
Cash and cash equivalents
Cash and cash equivalents
Short-term investments
Short-term investments
Short-term investments
Accounts receivable, net of allowance of \$6.1 and \$6.2
Accounts receivable, net of allowance of \$6.1 and \$6.2
Accounts receivable, net of allowance of \$6.1 and \$6.2
Accounts receivable, net of allowance of \$5.7 and \$6.2
Accounts receivable, net of allowance of \$5.7 and \$6.2
Accounts receivable, net of allowance of \$5.7 and \$6.2
Inventories, net
Inventories, net
Inventories, net
Prepaid expenses
Prepaid expenses
Prepaid expenses
Other current assets
Other current assets
Other current assets
Total current assets
Total current assets
Total current assets
Property, plant and equipment, net of accumulated depreciation of \$1,145.5 and \$1,119.2
Property, plant and equipment, net of accumulated depreciation of \$1,145.5 and \$1,119.2
Property, plant and equipment, net of accumulated depreciation of \$1,145.5 and \$1,119.2
Property, plant and equipment, net of accumulated depreciation of \$1,128.1 and \$1,119.2

Property, plant and equipment, net of accumulated depreciation of \$1,128.1 and \$1,119.2
Property, plant and equipment, net of accumulated depreciation of \$1,128.1 and \$1,119.2
Company-owned life insurance ("COLI")
Company-owned life insurance ("COLI")
Company-owned life insurance ("COLI")
Deferred income taxes
Deferred income taxes
Deferred income taxes
Goodwill
Goodwill
Goodwill
Other intangible assets, net of accumulated amortization of \$124.6 and \$115.0
Other intangible assets, net of accumulated amortization of \$124.6 and \$115.0
Other intangible assets, net of accumulated amortization of \$124.6 and \$115.0
Other intangible assets, net of accumulated amortization of \$127.3 and \$115.0
Other intangible assets, net of accumulated amortization of \$127.3 and \$115.0
Other intangible assets, net of accumulated amortization of \$127.3 and \$115.0
Investments in unconsolidated affiliates
Investments in unconsolidated affiliates
Investments in unconsolidated affiliates
Right-of-use operating lease assets
Right-of-use operating lease assets
Right-of-use operating lease assets
Other assets
Other assets
Other assets
Total assets
Total assets
Total assets
LIABILITIES AND SHAREHOLDERS' EQUITY
LIABILITIES AND SHAREHOLDERS' EQUITY
LIABILITIES AND SHAREHOLDERS' EQUITY

Current liabilities:
Current liabilities:
Current liabilities:
Accounts payable
Accounts payable
Accounts payable
Current operating lease obligations
Current operating lease obligations
Current operating lease obligations
Employee compensation
Employee compensation
Employee compensation
Employee benefit plan obligations
Employee benefit plan obligations
Employee benefit plan obligations
Accrued promotions
Accrued promotions
Accrued promotions
Customer deposits

Customer deposits
Customer deposits
Other current liabilities
Other current liabilities
Other current liabilities
Total current liabilities
Total current liabilities
Total current liabilities
Long-term liabilities:
Long-term liabilities:
Long-term liabilities:
Long-term debt
Long-term debt
Long-term debt
Employee benefit plan obligations
Employee benefit plan obligations
Employee benefit plan obligations
Long-term operating lease obligations
Long-term operating lease obligations
Long-term operating lease obligations
Other long-term liabilities
Other long-term liabilities
Other long-term liabilities
Total long-term liabilities
Total long-term liabilities
Total long-term liabilities
Total liabilities
Total liabilities
Total liabilities
Shareholders' equity:
Shareholders' equity:
Shareholders' equity:
Additional paid-in capital
Additional paid-in capital
Additional paid-in capital
Accumulated other comprehensive income (loss)
Accumulated other comprehensive income (loss)
Accumulated other comprehensive income (loss)
Retained earnings
Retained earnings
Retained earnings
Total shareholders' equity
Total shareholders' equity
Total shareholders' equity
Total liabilities and shareholders' equity
Total liabilities and shareholders' equity
Total liabilities and shareholders' equity

See accompanying notes to the condensed consolidated financial statements.

STEELCASE INC.

CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY (Unaudited)
(in millions, except share and per share data)

	Three Months Ended		Three Months Ended	Six Months Ended	Three Months Ended	Nine Months Ended
	August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023		
	November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023		

Changes in common shares outstanding:

Common shares outstanding, beginning of period

Common shares outstanding, beginning of period

Common shares outstanding, beginning of period

Common stock issuances

Common stock issuances

Common stock issuances

Common stock repurchases

Common stock repurchases

Common stock repurchases

Performance and restricted stock units issued as common stock

Performance and restricted stock units issued as common stock

Performance and restricted stock units issued as common stock

Common shares outstanding, end of period

Common shares outstanding, end of period

Common shares outstanding, end of period

Changes in additional paid-in capital (1):

Changes in additional paid-in capital (1):

Changes in additional paid-in capital (1):

Additional paid-in capital, beginning of period

Additional paid-in capital, beginning of period

Additional paid-in capital, beginning of period

Common stock issuances

Common stock issuances

Common stock issuances

Common stock repurchases

Common stock repurchases

Common stock repurchases

Performance and restricted stock units expense

Performance and restricted stock units expense

Performance and restricted stock units expense

Additional paid-in capital, end of period

Additional paid-in capital, end of period

Additional paid-in capital, end of period

Changes in accumulated other comprehensive income (loss):

Changes in accumulated other comprehensive income (loss):

Changes in accumulated other comprehensive income (loss):

Accumulated other comprehensive income (loss), beginning of period

Accumulated other comprehensive income (loss), beginning of period

Accumulated other comprehensive income (loss), beginning of period

Other comprehensive income

Other comprehensive income

Other comprehensive income

Other comprehensive income (loss)
Other comprehensive income (loss)
Other comprehensive income (loss)
Accumulated other comprehensive income (loss), end of period
Accumulated other comprehensive income (loss), end of period
Accumulated other comprehensive income (loss), end of period
Changes in retained earnings:
Changes in retained earnings:
Changes in retained earnings:
Retained earnings, beginning of period
Retained earnings, beginning of period
Retained earnings, beginning of period
Net income
Net income
Net income
Dividends paid
Dividends paid
Dividends paid
Retained earnings, end of period
Retained earnings, end of period
Retained earnings, end of period
Total shareholders' equity
Total shareholders' equity
Total shareholders' equity

(1) Shares of our Class A and Class B common stock have no par value; thus, there are no balances for common stock.

See accompanying notes to the condensed consolidated financial statements.

STEELCASE INC.

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS (Unaudited)

(in millions)

	Six Months Ended		Nine Months Ended
	August 23, 2024		August 25, 2023
	November 22, 2024		November 24, 2023
OPERATING ACTIVITIES			
Net income			
Net income			
Net income			
Depreciation and amortization			
Depreciation and amortization			
Depreciation and amortization			
Share-based compensation			
Share-based compensation			
Share-based compensation			
Restructuring costs			
Restructuring costs			
Restructuring costs			

Gains on sales of fixed assets, net
Gains on sales of fixed assets, net
Gains on sales of fixed assets, net

Other
Change in fair value of contingent consideration
Other
Change in fair value of contingent consideration
Change in fair value of contingent consideration
Other
Other
Other

Changes in operating assets and liabilities:
Changes in operating assets and liabilities:
Changes in operating assets and liabilities:

Accounts receivable
Accounts receivable
Accounts receivable
Inventories
Inventories
Inventories
Cloud computing arrangements expenditures
Cloud computing arrangements expenditures
Cloud computing arrangements expenditures
Other assets
Other assets
Other assets
Accounts payable
Accounts payable
Accounts payable
Employee compensation liabilities
Employee compensation liabilities
Employee compensation liabilities
Employee benefit obligations
Employee benefit obligations
Employee benefit obligations
Accrued expenses and other liabilities
Accrued expenses and other liabilities
Accrued expenses and other liabilities
Net cash provided by operating activities
Net cash provided by operating activities
Net cash provided by operating activities

INVESTING ACTIVITIES
INVESTING ACTIVITIES
INVESTING ACTIVITIES

Capital expenditures
Capital expenditures
Capital expenditures
Proceeds from disposal of fixed assets
Proceeds from disposal of fixed assets
Proceeds from disposal of fixed assets
Purchases of short-term investments

Purchases of short-term investments
Purchases of short-term investments
Liquidations of short-term investments
Liquidations of short-term investments
Liquidations of short-term investments
Other
Other
Other
Net cash used in investing activities
Net cash used in investing activities
Net cash used in investing activities
FINANCING ACTIVITIES
FINANCING ACTIVITIES
FINANCING ACTIVITIES
Dividends paid
Dividends paid
Dividends paid
Common stock repurchases
Common stock repurchases
Common stock repurchases
Borrowings on global committed bank facility
Borrowings on global committed bank facility
Borrowings on global committed bank facility
Repayments on global committed bank facility
Repayments on global committed bank facility
Repayments on global committed bank facility
Repayments on note payable
Repayments on note payable
Repayments on note payable
Other
Other
Other
Net cash used in financing activities
Net cash used in financing activities
Net cash used in financing activities
Effect of exchange rate changes on cash and cash equivalents
Effect of exchange rate changes on cash and cash equivalents
Effect of exchange rate changes on cash and cash equivalents
Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Cash and cash equivalents and restricted cash, beginning of period (1)
Cash and cash equivalents and restricted cash, beginning of period (1)
Cash and cash equivalents and restricted cash, beginning of period (1)
Cash and cash equivalents and restricted cash, end of period (2)
Cash and cash equivalents and restricted cash, end of period (2)
Cash and cash equivalents and restricted cash, end of period (2)

(1) These amounts include restricted cash of \$7.3 and \$6.8 as of February 23, 2024 and February 24, 2023, respectively.

(2) These amounts include restricted cash of \$7.3 \$7.2 and \$7.0 \$7.1 as of August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023, respectively.

Restricted cash primarily represents funds held in escrow for potential future workers' compensation and product liability claims. The restricted cash balance is included as part of Other assets on the Condensed Consolidated Balance Sheets.

See accompanying notes to the condensed consolidated financial statements.

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(Unaudited)

1. BASIS OF PRESENTATION

The accompanying condensed consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("GAAP") for interim financial information and with the instructions in Article 10 of Regulation S-X. Accordingly, they do not include all of the information and footnotes for complete financial statements. In the opinion of management, all adjustments (consisting of normal recurring accruals and adjustments) considered necessary for a fair presentation of the condensed consolidated financial statements have been included. Results for interim periods should not be considered indicative of results to be expected for a full year. Reference should be made to the consolidated financial statements and notes thereto contained in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024 ("Form 10-K"). The Condensed Consolidated Balance Sheet as of February 23, 2024 was derived from the audited Consolidated Balance Sheet included in our Form 10-K.

As used in this Quarterly Report on Form 10-Q ("Report"), unless otherwise expressly stated or the context otherwise requires, all references to "Steelcase," "we," "our," "Company" and similar references are to Steelcase Inc. and its subsidiaries in which a controlling interest is maintained. Unless the context otherwise indicates, reference to a year relates to the fiscal year, ended in February of the year indicated, rather than a calendar year. Additionally, Q1, Q2, Q3 and Q4 reference the first, second, third and fourth quarter, respectively, of the fiscal year indicated. All amounts are in millions, except share and per share data, data presented as a percentage or as otherwise indicated.

2. NEW ACCOUNTING STANDARDS

We evaluate all Accounting Standards Updates ("ASUs") issued by the Financial Accounting Standards Board ("FASB") for consideration of their applicability to our consolidated financial statements. We have assessed all ASUs issued but not yet adopted and concluded that those not disclosed are either not applicable to us or are not expected to have a material effect on our consolidated financial statements.

Adoption of New Accounting Standards

In November 2023, the FASB issued ASU No. 2023-07, *Segment Reporting (Topic 280) - Improvements to Reportable Segment Disclosures*, which is intended to improve disclosures related to significant segment expenses and the information used by the chief operating decision maker ("CODM") to assess segment performance and to allocate resources. We adopted this guidance on a retrospective basis and will modify our annual disclosures beginning in Q4 2025 and interim disclosures thereafter. The adoption of this guidance is not expected to have a material effect on our consolidated financial statements.

Accounting Standards Issued But Not Yet Adopted

In November 2024, the FASB issued ASU No. 2024-03, *Income Statement (Subtopic 220-40) - Reporting Comprehensive Income - Expense Disaggregation Disclosures*, which is intended to improve disclosures through disaggregation of certain commonly presented expense captions. The guidance is effective for annual reporting periods beginning after December 15, 2026 and interim reporting periods beginning after December 15, 2027. We expect the adoption of this guidance will modify our disclosures, but we do not expect it to have a material effect on our consolidated financial statements.

In December 2023, the FASB issued ASU No. 2023-09, *Income Taxes (Topic 740) - Improvements to Income Tax Disclosures*, which is intended to improve income tax disclosures, specifically related to additional detail required in the effective tax rate reconciliation and the disaggregation of income taxes paid. The guidance is effective for fiscal years beginning after December 15, 2024. We expect the adoption of this guidance will modify our disclosures, but we do not expect it to have a material effect on our consolidated financial statements.

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

3. REVENUE

Disaggregation of Revenue

The following table provides information about disaggregated revenue by product category for each of our reportable segments:

Product Category Data	Product Category Data	Three Months Ended		Six Months Ended		Product Category Data	Three Months Ended		Nine Months Ended	
		August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023

Americas

Desking, benching, systems and storage

Roll-Forward of Contract Liability for Customer Deposits		Customer Deposits
Balance as of February 23, 2024		\$ 44.8
Recognition of revenue related to beginning of year customer deposits		(35.3) (40.0)
Customer deposits received, net of revenue recognized during the period		40.4 44.8
Balance as of August 23, 2024 November 22, 2024		\$ 49.9 49.6

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

4. EARNINGS PER SHARE

Earnings per share is computed using the two-class method. The two-class method determines earnings per share for each class of common stock and participating securities according to dividends or dividend equivalents and their respective participation rights in undistributed earnings. Participating securities represent restricted stock units in which the participants have non-forfeitable rights to dividend equivalents during the performance period. Diluted earnings per share includes the effects of certain performance units in which the participants have forfeitable rights to dividend equivalents during the performance period.

Computation of Earnings Per Share	Computation of Earnings Per Share	Three Months Ended August 23, 2024			Three Months Ended August 25, 2023			Computation of Earnings Per Share	Three Months Ended November 22, 2024			Three Months Ended November 24, 2023		
		Net Income	Basic Shares (in millions)	Diluted Shares (in millions)	Net Income	Basic Shares (in millions)	Diluted Shares (in millions)		Net Income	Basic Shares (in millions)	Diluted Shares (in millions)	Net Income	Basic Shares (in millions)	Diluted Shares (in millions)

Amounts used in calculating earnings per share

Impact of participating securities

Impact of participating securities

Impact of participating securities

Amounts used in calculating earnings per share, excluding participating securities

Amounts used in calculating earnings per share, excluding participating securities

Amounts used in calculating earnings per share, excluding participating securities

Earnings per share

Earnings per share

Earnings per share

Computation of Earnings Per Share	Computation of Earnings Per Share	Six Months Ended August 23, 2024			Six Months Ended August 25, 2023			Computation of Earnings Per Share	Nine Months Ended November 22, 2024			Nine Months Ended November 24, 2023		
		Net Income	Basic Shares (in millions)	Diluted Shares (in millions)	Net Income	Basic Shares (in millions)	Diluted Shares (in millions)		Net Income	Basic Shares (in millions)	Diluted Shares (in millions)	Net Income	Basic Shares (in millions)	Diluted Shares (in millions)

Amounts used in calculating earnings per share

Impact of participating securities

Impact of participating securities

Impact of participating securities

Amounts used in calculating earnings per share, excluding participating securities

Amounts used in calculating earnings per share, excluding participating securities

Amounts used in calculating earnings per share, excluding participating securities

Earnings per share

Earnings per share

Earnings per share

There were no anti-dilutive performance units excluded from the computation of diluted earnings per share for the three and **six nine** months ended **August 23, 2024** **November 22, 2024** and **August 25, 2023** **November 24, 2023**.

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

5. ACCUMULATED OTHER COMPREHENSIVE INCOME (LOSS)

The following table summarizes the changes in accumulated balances of other comprehensive income (loss) for the three months ended **August 23, 2024** **November 22, 2024**:

	Unrealized gain on investments	Unrealized gain on investments	Pension and other post- retirement liability adjustments	Derivative amortization	Foreign currency translation adjustments	Total	Unrealized gain on investments	Pension and other post-retirement liability adjustments	Derivative amortization	Foreign currency translation adjustments	Total
Balance as of May 24, 2024											
Balance as of August 23, 2024											
Other comprehensive income (loss) before reclassifications											
Other comprehensive income (loss) before reclassifications											
Other comprehensive income (loss) before reclassifications											
Amounts reclassified from accumulated other comprehensive income (loss) (1)											
Amounts reclassified from accumulated other comprehensive income (loss) (1)											
Amounts reclassified from accumulated other comprehensive income (loss) (1)											
Net other comprehensive income (loss) during the period											
Net other comprehensive income (loss) during the period											
Net other comprehensive income (loss) during the period											
Balance as of August 23, 2024											
Balance as of August 23, 2024											
Balance as of August 23, 2024											
Balance as of November 22, 2024											
Balance as of November 22, 2024											
Balance as of November 22, 2024											

- (1) Pension and other post-retirement liability adjustments include an \$11.8 settlement charge, net of tax, related to the annuitization of our defined benefit pension plan in the United Kingdom ("U.K."). In Q3 2025, all benefit obligations to the plan's participants were irrevocably transferred to an insurer which resulted in the accelerated recognition of actuarial losses from *Accumulated other comprehensive income (loss)*.

The following table summarizes the changes in accumulated balances of other comprehensive income (loss) for the **six nine** months ended **August 23, 2024** **November 22, 2024**:

	Unrealized gain on investments	Unrealized gain on investments	Pension and other post- retirement liability adjustments	Derivative amortization	Foreign currency translation adjustments	Total	Unrealized gain on investments	Pension and other post-retirement liability adjustments	Derivative amortization	Foreign currency translation adjustments	Total
Balance as of February 23, 2024											
Other comprehensive income (loss) before reclassifications											
Other comprehensive income (loss) before reclassifications											

Other comprehensive income (loss) before reclassifications

Amounts reclassified from accumulated other comprehensive income (loss) (1)
Amounts reclassified from accumulated other comprehensive income (loss) (1)
Amounts reclassified from accumulated other comprehensive income (loss) (1)

Net other comprehensive income (loss) during the period

Net other comprehensive income (loss) during the period

Net other comprehensive income (loss) during the period

Balance as of August 23, 2024
Balance as of August 23, 2024
Balance as of August 23, 2024
Balance as of November 22, 2024
Balance as of November 22, 2024
Balance as of November 22, 2024

(1) Pension and other post-retirement liability adjustments include an \$11.8 settlement charge, net of tax, related to the annuitization of our defined benefit pension plan in the U.K. In Q3 2025, all benefit obligations to the plan's participants were irrevocably transferred to an insurer which resulted in the accelerated recognition of actuarial losses from Accumulated other comprehensive income (loss).

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

The following table provides details about reclassifications out of accumulated other comprehensive income (loss) for the three and six nine months ended August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023:

Detail of Accumulated Other Comprehensive Income (Loss) Components		Amounts Reclassified from Accumulated Other Comprehensive Income (Loss)	Affected Line in the Condensed Consolidated Statements of Income	Detail of Accumulated Other Comprehensive Income (Loss) Components	Amounts Reclassified from Accumulated Other Comprehensive Income (Loss)	Affected Line in the Condensed Consolidated Statements of Income
Three Months Ended	Detail of Accumulated Other Comprehensive Income (Loss) Components					
August 23, 2024	August 23, 2024					
August 23, 2024	August 23, 2024					
November 22, 2024	November 22, 2024					
November 22, 2024	November 22, 2024					
November 22, 2024	November 22, 2024					

Amortization of pension and other post-retirement actuarial gains						
Amortization of pension and other post-retirement actuarial losses (gains) (1)						
Amortization of pension and other post-retirement actuarial gains						
Amortization of pension and other post-retirement actuarial losses (gains) (1)						
Amortization of pension and other post-retirement actuarial gains	\$	(0.4)	\$(0.6)	\$(0.9)	\$ (1.2)	Other income, net
Income tax expense						
Income tax expense						
Income tax expense						Income tax expense
Income tax expense		0.1	0.2	0.2	0.3	
(0.3)						
Amortization of pension and other post-retirement actuarial losses (gains) (1)						
Actuarial losses (gains)						
Actuarial losses (gains)						
Actuarial losses (gains)						Other income (expense), net
Actuarial losses (gains)	14.1	(0.5)	13.2	(1.7)		Other income (expense), net
Prior service cost	0.8	—	0.8	—		Income tax expense
Income tax expense (benefit) (1)	(3.3)	0.1	(3.1)	0.4		
11.6						

Assets and liabilities measured at fair value within our Condensed Consolidated Balance Sheets as of August 23, 2024, November 22, 2024 and February 23, 2024 are summarized below:

REFINITIV 

Restricted cash
Restricted cash
Restricted cash
Foreign exchange forward contracts
Foreign exchange forward contracts
Foreign exchange forward contracts
Auction rate security
Auction rate security
Auction rate security
Liabilities:
Liabilities:
Liabilities:
Foreign exchange forward contracts
Foreign exchange forward contracts
Foreign exchange forward contracts
Contingent consideration
Contingent consideration
Contingent consideration

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NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

7. INVENTORIES

Inventories, net	Inventories, net	August 23, 2024	February 23, 2024	Inventories, net	November 22, 2024	February 23, 2024
Raw materials and work-in-process						
Finished goods						
Finished goods						
Finished goods						
Revaluation to LIFO						
Revaluation to LIFO						
Revaluation to LIFO						

The portion of inventories determined by the LIFO method aggregated to \$119.0\$120.2 and \$111.7 as of August 23, 2024November 22, 2024 and February 23, 2024, respectively.

8. SHARE-BASED COMPENSATION

Performance Units

In Q1 2025, we issued 465,300 performance units ("PSUs") to certain employees which are earned over the period of 2025 through 2027 (the "2025 PSUs"). These PSUs are earned based on performance conditions and a market condition which were established by the Compensation Committee in Q1 2025, and thus the 2025 PSUs were considered granted in Q1 2025.

In Q1 2024 and Q1 2023, we issued PSUs to certain employees which are earned over a three-year performance period based on performance conditions established annually by the Compensation Committee within the first three months of the applicable fiscal year, as follows:

- 767,600 PSUs to be earned over the period of 2024 through 2026 (the "2024 PSUs") and
- 428,700 PSUs to be earned over the period of 2023 through 2025 (the "2023 PSUs").

The number of PSUs earned under the 2024 PSUs and the 2023 PSUs are modified based on achievement of certain total shareholder return results relative to a comparison group of companies, which is a market condition. When the performance conditions for a fiscal year are established for these PSUs, one-third of the PSUs issued are considered granted. Therefore, each of the three fiscal years within the performance period is considered an individual tranche of the award (referred to as "Tranche 1," "Tranche 2" and "Tranche 3," respectively). As of August 23, 2024November 22, 2024, the 2024 PSUs and 2023 PSUs were considered granted as follows:

- In Q1 2025, the performance conditions were established for Tranche 2 of the 2024 PSUs and Tranche 3 of the 2023 PSUs, and accordingly, such tranches were considered granted in Q1 2025.

- In Q1 2024, the performance conditions were established for Tranche 1 of the 2024 PSUs and Tranche 2 of the 2023 PSUs, and accordingly, such tranches were considered granted in Q1 2024.
- In Q1 2023, the performance conditions were established for Tranche 1 of the 2023 PSUs, and accordingly, such tranche was considered granted in Q1 2023.

Once granted, the PSUs are expensed and recorded in *Additional paid-in capital* on the Condensed Consolidated Balance Sheets over the remaining performance period. The expense for PSUs is determined based on the probability that the performance conditions will be met, and if applicable, the fair value of the market condition on the grant date. For participants who are or become retirement-eligible during the performance period, the PSUs are expensed over the period ending on the date the participant becomes retirement-eligible. The awards will be forfeited if a participant leaves the company for reasons other than retirement, disability or death or if the participant engages in any competition with us, as defined in the Steelcase Inc. Incentive Compensation Plan ("Incentive Compensation Plan").

We used the Monte Carlo simulation model to calculate the fair value of the market conditions on the respective grant dates, which resulted in a total fair value of \$6.7, \$3.2 and \$1.7 for the PSUs with market conditions granted in 2025, 2024 and 2023, respectively, that remained outstanding as of **August 23, 2024** **November 22, 2024** and **August 25, 2023**.

STEELCASE INC.
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

The Monte Carlo simulation was computed using the following assumptions:

	2025 PSUs	2024 PSUs		2023 PSUs		
		Tranche 2	Tranche 1	Tranche 3	Tranche 2	Tranche 1
Risk-free interest rate (1)	7.7 %	4.9 %	3.7 %	5.2 %	4.0 %	2.6 %
Expected term	3 years	2 years	3 years	1 year	2 years	3 years
Estimated volatility (2)	38.5 %	42.4 %	44.1 %	38.9 %	37.8 %	52.2 %

- (1) Based on the U.S. Government bond benchmark on the grant date.
(2) Represents the historical price volatility of our Class A Common Stock for the period prior to the grant date which is equivalent to the expected term of the tranche or award.

The total PSU expense (credit) and associated tax benefit (expense) recorded during the three and **six nine** months ended **August 23, 2024** **November 22, 2024** and **August 25, 2023** **November 24, 2023** are as follows:

Performance Units	Three Months Ended		Six Months Ended	
	August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023
Expense	\$ 0.9	\$ 0.8	\$ 8.4	\$ 6.2
Tax benefit	0.2	0.1	2.1	1.5

Performance Units	Three Months Ended		Nine Months Ended	
	November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023
Expense (credit)	\$ (0.8)	\$ 0.1	\$ 7.6	\$ 6.3
Tax benefit (expense)	(0.2)	—	1.9	1.5

After completion of the performance period, the number of PSUs earned will be issued as shares of Class A Common Stock. A dividend equivalent is calculated based on the actual number of PSUs earned at the end of the performance period equal to the dividends that would have been payable on the earned PSUs had they been held during the entire performance period as Class A Common Stock. At the end of the performance period, the dividend equivalents are paid in the form of cash.

The PSU activity for the **six nine** months ended **August 23, 2024** **November 22, 2024** is as follows:

Maximum Number of Shares of Nonvested Units
Nonvested as of February 23, 2024
Nonvested as of February 23, 2024
Nonvested as of February 23, 2024
Granted
Granted
Granted
Forfeited

Forfeited
Forfeited
Nonvested as of August 23, 2024
Nonvested as of August 23, 2024
Nonvested as of August 23, 2024
Nonvested as of November 22, 2024
Nonvested as of November 22, 2024
Nonvested as of November 22, 2024

As of August 23, 2024 November 22, 2024, there was \$6.4 \$4.4 of remaining unrecognized compensation expense related to nonvested PSUs, which is expected to be recognized over a remaining weighted-average period of 1.8 1.7 years.

Restricted Stock Units

During the six nine months ended August 23, 2024 November 22, 2024, we awarded 1,023,304 1,186,304 restricted stock units ("RSUs") to certain employees. RSUs have restrictions on transfer which lapse up to three years after the date of grant, at which time the RSUs are issued as unrestricted shares of Class A Common Stock. RSUs are expensed and recorded in *Additional paid-in capital* on the Condensed Consolidated Balance Sheets over the requisite service period based on the value of the shares on the grant date. For participants who are or become retirement-eligible during the service period, the RSUs are expensed over the period ending on the date that the participant becomes retirement-eligible. Typically, these awards will be forfeited if a participant leaves the company for reasons other than retirement, disability or death or if the participant engages in any competition with us, as defined in the Incentive Compensation Plan.

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

The total RSU expense and associated tax benefit for the three and six nine months ended August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023 are as follows:

	Restricted Stock Units
	Restricted Stock Units
	Restricted Stock Units
Expense	
Expense	
Expense	
Tax benefit	
Tax benefit	
Tax benefit	

Holders of RSUs receive cash dividends equal to the dividends we declare and pay on our Class A Common Stock, which are included in *Dividends paid* in the Condensed Consolidated Statements of Cash Flows.

The RSU activity for the six nine months ended August 23, 2024 November 22, 2024 is as follows:

	Nonvested Units
Nonvested as of February 23, 2024	
Nonvested as of February 23, 2024	
Nonvested as of February 23, 2024	
Granted	
Granted	
Granted	
Vested	
Vested	
Vested	
Forfeited	
Forfeited	
Forfeited	
Nonvested as of August 23, 2024	
Nonvested as of August 23, 2024	
Nonvested as of August 23, 2024	

Nonvested as of November 22, 2024
Nonvested as of November 22, 2024
Nonvested as of November 22, 2024

As of August 23, 2024 November 22, 2024, there was \$12.2 \$11.9 of remaining unrecognized compensation expense related to nonvested RSUs, which is expected to be recognized over a remaining weighted-average period of 1.9 years.

STEELCASE INC.
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

9. LEASES

We have operating leases for corporate offices, sales offices, showrooms, manufacturing and distribution facilities, vehicles and equipment that expire at various dates through 2035. Certain lease agreements include contingent rental payments based on per unit usage over contractual levels (e.g., miles driven or machine hours operated) and others include rental payments adjusted periodically for inflationary indexes. Additionally, some leases include options to renew or terminate the leases which can be exercised at our discretion.

The components of lease expense during the three and six nine months ended August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023 are as follows:

	Three Months Ended
	Three Months Ended
August 23, 2024	
August 23, 2024	
November 22, 2024	
November 22, 2024	
Operating lease cost	
Operating lease cost	
Operating lease cost	
Sublease rental income	
Sublease rental income	
Sublease rental income	
	\$
	\$
	\$

Supplemental cash flow and other information related to leases during the three and six nine months ended August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023 is as follows:

	Three Months Ended
	Three Months Ended
August 23, 2024	
August 23, 2024	
November 22, 2024	
November 22, 2024	
Cash flow information:	
Cash flow information:	
Cash flow information:	
Operating cash flows used for operating leases	

Operating cash flows used for operating leases

Operating cash flows used for operating leases

Leased assets obtained in exchange for new operating lease obligations

Leased assets obtained in exchange for new operating lease obligations

Leased assets obtained in exchange for new operating lease obligations

As of August 23, 2024 November 22, 2024 and February 23, 2024, the weighted-average remaining lease terms were 4.6 4.5 years and 4.8 years, respectively, and the weighted-average discount rates were 5.2% 5.3% and 4.8%, respectively.

The following table summarizes the future minimum lease payments as of August 23, 2024 November 22, 2024:

Fiscal year ending in February	Fiscal year ending in February	Amount (1)	Fiscal year ending in February	Amount (1)
2025				
2026				
2026				
2026				
2027				
2027				
2027				
2028				
2028				
2028				
2029				
2029				
2029				
Thereafter				
Thereafter				
Thereafter				
Total lease payments				
Total lease payments				
Total lease payments				
Less: Interest				
Less: Interest				
Less: Interest				
Present value of lease liabilities				
Present value of lease liabilities				
Present value of lease liabilities				

(1) Lease payments include options to extend lease terms that are reasonably certain of being exercised. The payments exclude legally binding minimum lease payments for leases signed but not yet commenced.

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

10. REPORTABLE SEGMENTS

The operating segments regularly reviewed by our Chief Executive Officer in the capacity as CODM are (1) the Americas, (2) Europe, the Middle East and Africa ("EMEA") and (3) Asia Pacific. Asia Pacific serves customers in Australia, China, India, Japan, Korea and other countries in Southeast Asia. We primarily review and evaluate revenue, gross profit and operating income (loss) by these segments in our internal review processes and reporting. We also allocate resources among these segments primarily based on revenue, gross profit and operating income (loss). Total assets by segment include manufacturing and other assets associated with each segment.

For purposes of segment reporting externally, we aggregate the EMEA and Asia Pacific operating segments as an International segment based upon their similarity in quantitative and qualitative characteristics as defined in the Accounting Standards Codification ("ASC") 280, *Segment Reporting*. We evaluate the economic similarity of these operating segments including patterns and trends for revenue, gross profit and operating income (loss) in addition to the similarity in the nature of products and services, types of customers, and production and distribution processes in these regions. We conclude that these operating segments meet the criteria for aggregation consistent with the basic principles and objectives of segment reporting described in ASC 280.

The Americas segment serves customers in the U.S., Canada, the Caribbean Islands and Latin America with a comprehensive portfolio of furniture, architectural, textile and surface imaging products that are marketed to corporate, government, healthcare, education and retail customers primarily through the Steelcase, AMQ, Coalesse, Designtex, HALCON, Orangebox, Smith System and Viccarbe brands.

The International segment serves customers in EMEA and Asia Pacific with a comprehensive portfolio of furniture and architectural products that are marketed to corporate, government, healthcare, education and retail customers primarily through the Steelcase, Coalesse, Orangebox, Smith System and Viccarbe brands.

Revenue, gross profit and operating income (loss) for the three and six months ended August 23, 2024 November 22, 2024 and August 25, 2023 November 24, 2023 and total assets and goodwill as of August 23, 2024 November 22, 2024 and February 23, 2024 by segment are presented in the following tables:

	Reportable Segment Statement of Income Data
	Reportable Segment Statement of Income Data
	Reportable Segment Statement of Income Data
Revenue	
Revenue	
Revenue	
Americas	
Americas	
Americas	
International	
International	
International	
Gross Profit	
Gross Profit	
Gross Profit	
Americas	
Americas	
Americas	
International	
International	
International	
Operating Income (Loss)	
Operating Income (Loss)	
Operating Income (Loss)	
Americas	
Americas	
Americas	
International	
International	
International	
	\$
	\$
	\$
	\$

STEELCASE INC.
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

	Reportable Segment Balance Sheet Data
	Reportable Segment Balance Sheet Data
	Reportable Segment Balance Sheet Data
Total assets	
Total assets	
Total assets	

In Q1 2024, we announced a series of restructuring actions in response to continued decline in order volume, persisting inflationary pressures, and decreasing plant utilization. These actions involved the involuntary terminations of approximately 40 to 50 salaried roles in EMEA, the elimination of approximately 240 positions in Asia Pacific, and the involuntary terminations of approximately 30 employees in the Americas in connection with the closing of our regional distribution center in Atlanta, Georgia. We expect to incur total restructuring costs of approximately \$16 to \$18 in the International segment and approximately \$1 in the Americas segment related to these actions, consisting of cash severance payments and other separation-related benefits. We recorded a benefit

STEELCASE INC.

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS — (Continued)

of \$0.9 in the International segment in Q1 2025 due to a reduction in the expected costs for employee exits. We previously incurred restructuring costs of \$16.3 in the International segment and \$0.6 in the Americas segment for these actions during 2024. These actions are substantially complete.

The following table details the changes in the restructuring reserve balance for the six nine months ended August 23, 2024 November 22, 2024:

	Workforce reductions	Workforce reductions	Business exit and related costs	Total	Workforce reductions	Business exit and related costs	Total
Balance as of February 23, 2024							
Additions							
Additions							
Additions							
Payments							
Payments							
Payments							
Adjustments							
Adjustments							
Adjustments							
Balance as of August 23, 2024							
Balance as of August 23, 2024							
Balance as of August 23, 2024							
Balance as of November 22, 2024							
Balance as of November 22, 2024							
Balance as of November 22, 2024							

Item 2. Management’s Discussion and Analysis of Financial Condition and Results of Operations:

This management’s discussion and analysis of financial condition and results of operations ("MD&A") should be read in conjunction with our Annual Report on Form 10-K for the fiscal year ended February 23, 2024. Reference to a year relates to the fiscal year, ended in February of the year indicated, rather than the calendar year, unless indicated by a specific date. Additionally, Q1, Q2, Q3 and Q4 reference the first, second, third and fourth quarter, respectively, of the fiscal year indicated. All amounts are in millions, except share and per share data, data presented as a percentage or as otherwise indicated.

This item contains certain 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 income, balance sheets or statements of cash flows of the company. The non-GAAP financial measures used are (1) organic revenue growth (decline), (2) adjusted operating income (loss) and (3) adjusted earnings per share. We have provided a reconciliation of each of the non-GAAP financial measures to the most directly comparable GAAP financial measure in the tables below. These measures are supplemental to, and should be used in conjunction with, the most comparable GAAP measures. Management uses these non-GAAP financial measures to monitor and evaluate financial results and trends. See *Non-GAAP Financial Measures* for a description of these measures and why management believes they are also useful to investors.

Financial Summary

Our reportable segments consist of the Americas segment and the International segment. See Note 10 to the condensed consolidated financial statements for additional information.

Results of Operations

	Statement of Income Data
	Statement of Income Data
	Statement of Income Data
Revenue	

Revenue
Revenue
Cost of sales
Cost of sales
Cost of sales
Restructuring costs
Restructuring costs
Restructuring costs
Gross profit
Gross profit
Gross profit
Operating expenses
Operating expenses
Operating expenses
Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs
Restructuring costs
Restructuring costs
Operating income
Operating income
Operating income
Interest expense
Interest expense
Interest expense
Investment income
Investment income
Investment income
Other income (expense), net
Other income (expense), net
Other income (expense), net
Income before income tax expense
Income before income tax expense
Income before income tax expense
Income tax expense
Income tax expense
Income tax expense
Net income
Net income
Net income
Earnings per share:
Earnings per share:
Earnings per share:
Basic
Basic
Basic
Diluted
Diluted
Diluted

Q2 2025 Organic Revenue Growth (Decline)				Americas		International		Consolidated	
Q2 2024 revenue									
Q3 2025 Organic Revenue Growth (Decline)				Americas		International		Consolidated	
Q3 2024 revenue									
Divestiture									
Divestiture									
Divestiture									
Currency translation effects									
Currency translation effects									
Currency translation effects									
Q2 2024 revenue, adjusted									
Q2 2024 revenue, adjusted									
Q2 2024 revenue, adjusted									
Q2 2025 revenue									
Q2 2025 revenue									
Q2 2025 revenue									
Q3 2024 revenue, adjusted									
Q3 2024 revenue, adjusted									
Q3 2024 revenue, adjusted									
Q3 2025 revenue									
Q3 2025 revenue									
Q3 2025 revenue									
Organic growth (decline) \$									
Organic growth (decline) \$									
Organic growth (decline) \$									
Organic growth (decline) %									
Organic growth (decline) %									
Organic growth (decline) %									
Year-to-date 2025 Organic Revenue Growth (Decline)	Year-to-date 2025 Organic Revenue Growth (Decline)	Americas	International	Consolidated	Year-to-date 2025 Organic Revenue Growth (Decline)	Americas	International	Consolidated	
Year-to-date 2024 revenue									
Divestiture									
Divestiture									
Divestiture									
Currency translation effects									
Currency translation effects									
Currency translation effects									
Year-to-date 2024 revenue, adjusted									
Year-to-date 2024 revenue, adjusted									
Year-to-date 2024 revenue, adjusted									
Year-to-date 2025 revenue									
Year-to-date 2025 revenue									
Year-to-date 2025 revenue									
Organic growth (decline) \$									
Organic growth (decline) \$									
Organic growth (decline) \$									
Organic growth (decline) %									
Organic growth (decline) %									
Organic growth (decline) %									
Adjusted Operating Income	Adjusted Operating Income	Three Months Ended	Six Months Ended	Adjusted Operating Income	Three Months Ended	Nine Months Ended			

		August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023
Operating income										
Amortization of purchased intangible assets										
Amortization of purchased intangible assets										
Amortization of purchased intangible assets										
Restructuring costs										
Restructuring costs										
Restructuring costs										
Gains on the sale of land, net of variable compensation impacts										
Gains on the sale of land, net of variable compensation impacts										
Gains on the sale of land, net of variable compensation impacts										
Adjusted operating income										
Adjusted operating income										
Adjusted operating income										
		Three Months Ended		Six Months Ended			Three Months Ended		Nine Months Ended	
		August 23, 2024	August 25, 2023	August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023	November 22, 2024	November 24, 2023
Adjusted Earnings Per Share	Adjusted Earnings Per Share					Adjusted Earnings Per Share				
Diluted earnings per share										
Amortization of purchased intangible assets, per share										
Amortization of purchased intangible assets, per share										
Amortization of purchased intangible assets, per share										
Income tax effect of amortization of purchased intangible assets, per share										
Income tax effect of amortization of purchased intangible assets, per share										
Income tax effect of amortization of purchased intangible assets, per share										
Restructuring costs, per share										
Restructuring costs, per share										
Restructuring costs, per share										
Income tax effect of restructuring costs, per share										
Income tax effect of restructuring costs, per share										
Income tax effect of restructuring costs, per share										
Gains on the sale of land, net of variable compensation impacts, per share										
Gains on the sale of land, net of variable compensation impacts, per share										
Gains on the sale of land, net of variable compensation impacts, per share										
Income tax effect of gains on the sale of land, net of variable compensation impacts, per share										
Income tax effect of gains on the sale of land, net of variable compensation impacts, per share										
Income tax effect of gains on the sale of land, net of variable compensation impacts, per share										
Loss on pension plan settlement, per share										
Loss on pension plan settlement, per share										
Loss on pension plan settlement, per share										
Income tax effect of loss on pension plan settlement, per share										
Income tax effect of loss on pension plan settlement, per share										
Income tax effect of loss on pension plan settlement, per share										
Adjusted earnings per share										
Adjusted earnings per share										
Adjusted earnings per share										

Overview

In Q2 Q3 2025, we grew revenue by 2% compared to Q3 2024 which was driven by improvement in volume growth despite soft demand in our International markets. Revenue increased by 5% in the Americas which benefited from a higher percentage of the beginning backlog shipping during the quarter and included higher revenue from government, large corporate, healthcare and education customers. International revenue decreased by 6% driven by declines in most markets in Asia Pacific, except India, and France.

In the prior year, our operating results reflected a \$9.5 benefit from a decrease in the valuation of a contingent earnout liability and \$5.4 of gains related to the sale of fixed assets, including land. Excluding these items, we improved our year-over-year operating income increased driven by \$49.0 the revenue growth in the Americas and benefits from cost reduction initiatives, including from our previously announced restructuring actions. Orders (adjusted for the impact of a divestiture and currency translation effects) declined by 1% in Q3 2025 compared to the prior year, driven with 2% growth in the Americas and an 8% decline in International.

During Q3 2025, we finalized the annuitization of a defined benefit pension plan in the United Kingdom ("U.K.") and recorded a pre-tax, non-cash settlement charge of \$15.2 to Other income (expense), net which had the effect of decreasing diluted earnings per share by a gain of \$27.9 on \$0.10, after taking into account the sale of land (net of related variable compensation expense), gross margin improvement, and strong results in our education business. Gross profit as a percentage of revenue improved due to favorable business mix, benefits from operational performance and cost reduction initiatives, including savings from our previously announced restructuring actions. tax effects. We also continued to invest in our business transformation initiative and planned implementation of our new enterprise resource planning ("ERP") system. Orders (adjusted for system, and we expect to begin amortizing the impact of a divestiture and currency translation effects) declined by 1% capitalized development costs from this project in the second quarter compared to the prior year, with 3% growth in the Americas and an 11% decline in International. 2026.

Q2 Q3 2025 Compared to Q2 Q3 2024

We recorded net income of \$63.1 \$19.1 and diluted earnings per share of \$0.53 \$0.16 in Q2 Q3 2025 compared to net income of \$27.5 \$30.8 and diluted earnings per share of \$0.23 \$0.26 in the prior year. In Q2 Q3 2025, the results included a non-cash settlement charge of \$15.2 to Other income (expense), net related to the accelerated recognition of accumulated actuarial losses due to the annuitization of a defined benefit pension plan and an associated \$3.5 discrete income tax benefit, which had the net effect of decreasing net income by \$11.7 and diluted earnings per share by \$0.10.

Operating income of \$41.0 in Q3 2025 represented a decline of \$2.8 compared to operating income of \$43.8 in the prior year. Operating income in the prior year reflected a \$9.5 benefit from a decrease in the valuation of a contingent earnout liability and \$5.4 of gains related to the sale of fixed assets, including land. Excluding these items, the increase in operating income was driven by revenue growth in the Americas which improved gross margin. We reported adjusted operating income of \$47.3 and adjusted earnings per share of \$0.30 in Q3 2025 compared to adjusted operating income of \$49.3 and adjusted earnings per share of \$0.29 in the prior year.

Revenue of \$794.9 in Q3 2025 represented an increase of \$17.0 or 2% compared to the prior year. The increase was primarily driven by volume growth in the Americas, partially offset by a 1% decline from the impact of a divestiture and lower revenue in International. Revenue increased by 5% in the Americas which included growth from government, large corporate, healthcare and education customers. International revenue decreased by 6% driven by declines in most markets in Asia Pacific, except India, and France. On an organic basis, revenue in Q3 2025 represented growth of 3% compared to the prior year, with 7% growth in the Americas but an 8% decline in International.

Cost of sales as a percentage of revenue improved by approximately 120 basis points in Q3 2025 compared to the prior year. The improvement was driven by benefits from higher revenue and cost reduction initiatives, including savings from restructuring actions. Cost of sales as a percentage of revenue improved by 190 basis points in the Americas but increased by 190 basis points in International.

Operating expenses increased by \$17.3 in Q3 2025, or 160 basis points as a percentage of revenue, compared to the prior year. Operating expenses in the prior year reflected a \$9.5 benefit from a decrease in the valuation of a contingent earnout liability and \$5.4 of gains related to the sale of fixed assets, including land. Operating expenses in Q3 2025 reflected:

- \$6.0 of higher employee costs and
- \$1.4 of higher variable compensation expense,
- partially offset by a \$4.4 decrease from a divestiture.

The investment in our business transformation initiative includes internal resources deployed on the development and configuration of our new ERP system. In Q3 2025, approximately \$2 of employee costs were capitalized to Other assets as part of the application-development phase of the project, and we expect to begin amortizing the capitalized development costs in 2026.

We recorded restructuring costs of \$2.0 in Q3 2025 and \$2.1 in Q3 2024. See Note 11 to the condensed consolidated financial statements for additional information.

Our Q3 2025 effective tax rate was 26.8% compared to a Q3 2024 effective tax rate of 24.1%.

Year-to-date 2025 Compared to Year-to-date 2024

We recorded net income of \$93.1 and diluted earnings per share of \$0.78 in year-to-date 2025 compared to net income of \$59.8 and diluted earnings per share of \$0.50 in the prior year. In year-to-date 2025, the results included:

- a \$42.1 gain from the sale of land, which had the effect of increasing net income by \$21.2 and diluted earnings per share by \$0.17 after taking into account the related variable compensation expense and tax effects, effects, and

- a non-cash settlement charge of \$15.2 to *Other income (expense)*, net related to the accelerated recognition of accumulated actuarial losses due to the annuitization of a defined benefit pension plan and an associated \$3.5 discrete income tax benefit, which had the net effect of decreasing net income by \$11.7 and diluted earnings per share by \$0.10.

Operating income of \$90.0 \$148.6 in Q2 year-to-date 2025 represented an improvement of \$49.0 \$56.5 compared to operating income of \$41.0 \$92.1 in the prior year. The improvement was driven by \$27.9 from the gain \$31.0 of higher gains on the sale of land (net of related variable compensation expense) fixed assets (primarily land), gross margin improvement pricing benefits in the Americas and lower restructuring costs, costs, partially offset by \$22.5 of higher variable compensation expense and the impacts of lower volume. We reported adjusted operating income of \$68.5 \$144.0 and adjusted earnings per share of \$0.39 \$0.85 in Q2 year-to-date 2025 compared to adjusted operating income of \$53.3 \$122.3 and adjusted earnings per share of \$0.31 \$0.69 in the prior year.

Revenue of \$855.8 \$2,378.0 in Q2 year-to-date 2025 represented an increase a decline of \$1.2 \$6.4 compared to the prior year. The increase decline was primarily driven by strong growth lower volume in our education business, partially offset by a 1% decline from International and the impact of a divestiture, divestiture in the Americas, partially offset by revenue growth in the Americas. Revenue increased by 1% in the Americas while driven by large corporate, education and government customers. International revenue decreased by 4%. 5% driven by soft demand in most of Western Europe and Asia Pacific, except India. On an organic basis, revenue in Q2 year-to-date 2025 represented growth of 2% 1% compared to the prior year, with 3% growth in the Americas but a 4% 5% decline in International.

Cost of sales as a percentage of revenue improved by approximately 140 basis points in Q2 2025 compared to the prior year. The improvement was driven by favorable business mix and benefits from operational performance and cost reduction initiatives, including savings from restructuring actions, partially offset by \$4.6 of higher variable compensation expense (driven by the gain on the sale of land). Cost of sales as a percentage of revenue improved by 180 basis points in the Americas but increased by 30 basis points in International.

Operating expenses decreased by \$30.8 in Q2 2025, or 360 basis points as a percentage of revenue, compared to the prior year. Operating expenses in Q2 2025 reflected:

- a \$42.1 gain on the sale of land,
- \$4.6 of lower spending and
- a \$4.3 decrease from a divestiture,
- partially offset by \$9.8 of higher variable compensation expense (driven by the gain on the sale of land), \$3.3 of higher employee costs and \$2.2 of higher information technology costs primarily related to our business transformation initiative.

Operating expenses in Q2 2024 reflected \$5.1 of gains related to the sale of an aircraft and other aviation assets.

We recorded restructuring costs of \$2.2 in Q2 2025 and \$7.9 in Q2 2024. See Note 11 to the condensed consolidated financial statements for additional information.

Our Q2 2025 effective tax rate was 26.5% compared to a Q2 2024 effective tax rate of 25.7%.

Year-to-date 2025 Compared to Year-to-date 2024

We recorded net income of \$74.0 and diluted earnings per share of \$0.62 in year-to-date 2025 compared to net income of \$29.0 and diluted earnings per share of \$0.24 in the prior year. In year-to-date 2025, the results included a \$42.1 gain from the sale of land, which had the effect of increasing net income by \$21.2 and diluted earnings per share by \$0.17 after taking into account related variable compensation expense and tax effects. Operating income of \$107.6 in year-to-date 2025 represented an improvement of \$59.3 compared to operating income of \$48.3 in the prior year. The improvement was driven by \$27.9 from the gain on the sale of land (net of related variable compensation expense), pricing benefits and lower restructuring costs, partially offset by the impacts of lower volume. We reported adjusted operating income of \$96.7 and adjusted earnings per share of \$0.55 in year-to-date 2025 compared to adjusted operating income of \$73.0 and adjusted earnings per share of \$0.40 in the prior year.

Revenue of \$1,583.1 in year-to-date 2025 represented a decline of \$23.4 or 1% compared to the prior year. The decline was driven by lower volume and the impact of a divestiture, partially offset by approximately 1% revenue growth from pricing benefits. Revenue decreased by 1% in the Americas and 4% in International. On an organic basis, revenue in year-to-date 2025 was flat, with 1% growth in the Americas but a 4% decline in International.

Cost of sales as a percentage of revenue improved by approximately 160 150 basis points in year-to-date 2025 compared to the prior year. The improvement was driven by pricing benefits in the Americas, favorable business mix from our education business and benefits from operational performance and cost reduction initiatives, including savings from restructuring

actions, partially offset by the impacts of lower volume, \$5.9 \$7.5 of higher variable compensation expense (\$5.7 \$5.6 of which related to the gain on the sale of land). Cost of sales as a percentage of revenue improved by 200 190 basis points in the Americas and but increased by 40 50 basis points in International.

Operating expenses decreased by \$33.9 \$16.6 in year-to-date 2025, or 170 60 basis points as a percentage of revenue, compared to the prior year. Operating expenses in year-to-date 2025 reflected:

- a \$42.1 gain on the sale of land,
- an \$8.6 a \$13.0 decrease from a divestiture and
- \$7.6 approximately \$9 of lower spending, primarily in International,
- partially offset by \$13.5 \$15.0 of higher variable compensation expense (\$8.5 \$8.3 of which related to the gain on the sale of land), \$7.9 of higher employee costs, and \$5.5 \$4.9 of higher information technology costs primarily related to our business transformation initiative.

The investment in our business transformation initiative includes internal resources deployed on the development and configuration of our new ERP system. In year-to-date 2025, approximately \$7 of employee costs were capitalized to *Other assets* as part of the application-development phase of the project, and we expect to begin amortizing the capitalized development costs in 2026. Operating expenses in year-to-date 2024 reflected \$5.1 \$10.5 of gains related to the sale of an aircraft fixed assets, including land, and other aviation assets, a \$9.5 benefit from a decrease in the valuation of a contingent earnout liability.

We recorded restructuring costs of \$8.5 \$10.5 in year-to-date 2025 and \$16.0 \$18.1 in year-to-date 2024. See Note 11 to the condensed consolidated financial statements for additional information.

Our year-to-date 2025 effective tax rate was 26.0% 26.2% compared to a year-to-date 2024 effective tax rate of approximately 27.3% 25.7%.

Interest Expense, Investment Income and Other Income (Expense), Net

Interest Expense, Investment Income and Other Income (Expense), Net	Interest Expense, Investment Income and Other Income (Expense), Net	Three Months Ended		Six Months Ended		Interest Expense, Investment Income and Other Income (Expense), Net	Three Months Ended		Nine Months Ended	
		August 23,	August 25,	August 23,	August 25,		November 22,	November 24,	November 22,	November 24,
		2024	2023	2024	2023		2024	2023	2024	2023
Interest expense										
Investment income										
Investment income										
Investment income										
Other income (expense), net:										
Other income (expense), net:										
Other income (expense), net:										
Equity in income of unconsolidated affiliates										
Equity in income of unconsolidated affiliates										
Equity in income of unconsolidated affiliates										
Foreign exchange gains (losses)										
Foreign exchange gains (losses)										
Foreign exchange gains (losses)										
Net periodic pension and post-retirement expense, excluding service cost (1)										
Net periodic pension and post-retirement expense, excluding service cost (1)										
Net periodic pension and post-retirement expense, excluding service cost (1)										
Miscellaneous income (expense), net										
Miscellaneous income (expense), net										
Miscellaneous income (expense), net										
Total other income (expense), net										
Total other income (expense), net										
Total other income (expense), net										
Total interest expense, investment income and other income (expense), net										
Total interest expense, investment income and other income (expense), net										
Total interest expense, investment income and other income (expense), net										

(1) In Q3 2025, net periodic pension and post-retirement expense, excluding service cost includes a \$15.2 settlement charge related to the annuitization of our defined benefit plan in the U.K.

Business Segment Review

See Note 10 to the condensed consolidated financial statements for additional information regarding our business segments.

Americas

The Americas segment serves customers in the U.S., Canada, the Caribbean Islands and Latin America with a comprehensive portfolio of furniture, architectural, textile and surface imaging products that are marketed to corporate, government, healthcare, education and retail customers primarily through the Steelcase, AMQ, Coalesse, DesignTex, HALCON, Orangebox, Smith System and Viccarbe brands.

Statement of Income Data — Americas										
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Revenue

Revenue

Revenue

Cost of sales

Cost of sales

Cost of sales

Restructuring costs

Restructuring costs

Restructuring costs

Gross profit

Gross profit

Gross profit

Operating expenses

Operating expenses

Operating expenses

Restructuring costs

Restructuring costs

Restructuring costs

Operating income

Operating income

Operating income

		Three Months Ended		Six Months Ended			Three Months Ended		Nine Months Ended	
		August 23,	August 25,	August 23,	August 25,		November 22,	November 24,	November 22,	November 24,
		2024	2023	2024	2023		2024	2023	2024	2023
Adjusted Operating Income — Americas	Adjusted Operating Income — Americas					Adjusted Operating Income — Americas				

Operating income

Amortization of purchased intangible assets

Amortization of purchased intangible assets

Amortization of purchased intangible assets

Restructuring costs

Restructuring costs

Restructuring costs

Gains on the sale of land, net of variable compensation impacts

Gains on the sale of land, net of variable compensation impacts

Gains on the sale of land, net of variable compensation impacts

Adjusted operating income

Adjusted operating income

Adjusted operating income

Operating income in the Americas increased by \$42.0 \$9.3 in Q2 Q3 2025 compared to the prior year, driven by gross margin improvement and benefits of higher revenue, partially offset by higher operating expenses. Adjusted operating income of \$49.7 in Q3 2025 represented an improvement of \$9.8 compared to the prior year. Operating income in the Americas increased by \$50.0 in year-to-date 2025 compared to the prior year, driven by \$30.7 from the gain on the sale of land (net of related variable compensation expense), and gross margin improvement, and strong results in our education business, improvement. Adjusted operating income of \$76.1 in Q2 2025 represented an improvement of \$12.8 compared to the prior year. Operating income in the Americas increased by \$40.7 in year-to-date 2025 compared to the prior year, driven by the same factors as the quarter. Adjusted operating income of \$102.0 \$151.7 in year-to-date 2025 represented an improvement of \$14.5 \$24.3 compared to the prior year.

The Americas revenue represented 80.4% 77.3% of consolidated revenue in Q2 Q3 2025. In Q2 Q3 2025, revenue increased by \$8.7 \$28.6 or 1% 5% compared to the prior year. Revenue increased by year driven by:

- approximately 3% due to 6% growth from higher volume and
- approximately 1% growth from pricing benefits,
- partially offset by an approximately 2% decline decrease from the impact of a divestiture.

The Americas growth benefited from a higher percentage of the beginning backlog shipping during the quarter and included higher revenue from government, large corporate, healthcare and education customers compared to the prior year. On an organic basis, revenue increased \$21.6 \$39.3 or 3% 7% in Q2 Q3 2025 compared to the prior year.

In year-to-date 2025, revenue decreased increased by \$9.7 \$18.9 or 1% compared to the prior year driven by:

- approximately 1% due to lower volume growth from pricing benefits and
- approximately 2% due to the impact of a divestiture, 1% growth from higher volume,
- partially offset by an approximately 1% revenue growth 2% decrease from pricing benefits, the impact of a divestiture.

The Americas growth included higher revenue from large corporate, education and government customers compared to the prior year. On an organic basis, revenue increased \$15.6 \$55.0 or 1% 3% in year-to-date 2025 compared to the prior year.

Cost of sales as a percentage of revenue improved by 180 190 basis points in Q2 Q3 2025 compared to the prior year. The improvement was driven by favorable business mix and benefits from operational performance higher revenue and cost reduction initiatives, including savings from restructuring actions, partially offset by \$4.2 \$1.5 of higher variable compensation expense (driven by the gain on the sale of land) expense. Cost of sales as a percentage of revenue improved by 200 190 basis points in year-to-date 2025 compared to the prior year. The improvement was driven by pricing benefits, favorable business mix from our education business and benefits from operational performance and cost reduction initiatives, including savings from restructuring actions, partially offset by the impacts of lower volume and \$5.1 \$6.6 of higher variable compensation expense (primarily \$4.9 of which related to the gain on the sale of land).

Operating expenses decreased increased by \$28.5 \$12.6 in Q2 Q3 2025, or 440 70 basis points as a percentage of revenue, compared to the prior year. Operating expenses in Q2 2025 reflected:

- a \$42.1 gain the prior year reflected \$5.4 of gains related to the sale of fixed assets, including land,
- and a \$4.3 decrease \$4.7 benefit from a divestiture and decrease in the valuation of a contingent earnout liability. Operating expenses in Q3 2025 reflected:
- \$4.3 of lower spending in various functional areas, higher employee costs,
- partially offset by \$8.5 \$1.2 of higher variable compensation expense (driven by the gain on the sale of land), \$4.2 of higher employee costs, \$2.2 of higher marketing, product development and sales expenses, and \$2.2
- \$1.1 of higher information technology costs primarily related to our business transformation initiative. initiative,

Operating expenses in Q2 2024 reflected \$5.1 of gains related to the sale of an aircraft and other aviation assets. • partially offset by a \$4.4 decrease from a divestiture.

Operating expenses decreased by \$24.9 \$12.3 in year-to-date 2025, or 170 90 basis points as a percentage of revenue, compared to the prior year. Operating expenses in year-to-date 2025 reflected:

- a \$42.1 gain related to the sale of land
- an \$8.6 decrease from a divestiture and
- \$5.4 of lower spending in various functional areas, a \$13.0 decrease from a divestiture,
- partially offset by \$11.8 \$13.0 of higher variable compensation expense (primarily (\$6.2 of which related to the gain on the sale of land), \$5.5 \$10.6 of higher employee costs, and \$5.8 of higher information technology costs primarily related to our business transformation initiative, \$5.0 of higher employee costs, and \$3.7 of higher marketing, product development and sales expenses. initiative.

Operating expenses in year-to-date 2024 reflected \$5.1 \$10.5 of gains related to the sale of an aircraft fixed assets, including land, and other aviation assets, a \$4.7 benefit from a decrease in the valuation of a contingent earnout liability.

We recorded restructuring costs of \$1.7 \$0.2 in Q2 Q3 2025 and \$0.1 \$0.5 in Q2 Q3 2024. We recorded restructuring costs of \$6.0 \$6.2 in year-to-date 2025 and \$1.4 \$1.9 in year-to-date 2024. See Note 11 to the condensed consolidated financial statements for additional information.

International

The International segment serves customers in EMEA Europe, the Middle East and Africa and Asia Pacific with a comprehensive portfolio of furniture and architectural products that are marketed to corporate, government, healthcare, education and retail customers primarily through the Steelcase, Coalesse, Orangebox, Smith System and Viccarbe brands.

Statement of Operations Data — International	
Statement of Operations Data — International	
Statement of Operations Data — International	
Revenue	
Revenue	
Revenue	
Cost of sales	

Cost of sales
Cost of sales

Restructuring costs
Restructuring costs
Restructuring costs
Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs (benefits)

Gross profit
Gross profit
Gross profit

Operating expenses
Operating expenses
Operating expenses

Restructuring costs (benefits)
Restructuring costs (benefits)
Restructuring costs (benefits)

Operating income (loss)
Operating income (loss)
Operating income (loss)

Adjusted Operating Income (Loss) — International	Adjusted Operating Income (Loss) — International	Three Months Ended		Six Months Ended		Adjusted Operating Income (Loss) — International	Three Months Ended		Nine Months Ended	
		August	August	August	August		November	November	November	November
		23, 2024	25, 2023	23, 2024	25, 2023		22, 2024	24, 2023	22, 2024	24, 2023

Operating income (loss)

Amortization of purchased intangible assets
Amortization of purchased intangible assets
Amortization of purchased intangible assets

Restructuring costs
Restructuring costs
Restructuring costs

Gains on the sale of land, net of variable compensation impacts
Gains on the sale of land, net of variable compensation impacts
Gains on the sale of land, net of variable compensation impacts

Adjusted operating income (loss)
Adjusted operating income (loss)
Adjusted operating income (loss)

The operating loss in International of \$5.5 in Q3 2025 represented a decline of \$12.1 compared to operating income of \$6.6 in the prior year. The decline was driven by the impacts of lower revenue, which impacted gross margin, and higher operating expenses. Operating expenses in the prior year reflected a \$4.8 benefit from a decrease in the valuation of a contingent earnout liability. The adjusted operating loss of \$2.4 in Q3 2025 represented a decline of \$11.8 compared to adjusted operating income of \$9.4 in the prior year. The operating loss in International improved by \$7.0 \$6.5 in Q2 year-to-date 2025 compared to the prior year. The improvement was driven by lower restructuring costs and lower spending, operating expenses, partially offset by the impacts of lower revenue and higher variable compensation expense. revenue. The adjusted operating loss of \$7.6 \$7.7 in Q2 year-to-date 2025 represented an improvement a decline of \$2.4 \$2.6 compared to the adjusted operating loss of \$10.0 in the prior year. The operating loss in International improved by \$18.6 in year-to-date 2025 compared to the prior year. The improvement was driven by the same factors as the quarter. The adjusted operating loss of \$5.3 in year-to-date 2025 represented an improvement of \$9.2 compared to the adjusted operating loss of \$14.5 \$5.1 in the prior year.

International revenue represented 19.6% 22.7% of consolidated revenue in Q2 Q3 2025. In Q2 Q3 2025, revenue decreased by \$7.5 \$11.6 or 4% 6% compared to the prior year driven by declines in China, most markets in Asia Pacific, except India, and France. Revenue declined by approximately 6% due to lower volume and approximately 3% due to the U.K., Germany and Southeast Asia, impacts of lower pricing, partially offset by favorable currency translation effects. On an organic basis, revenue declined \$16.4 or 8% in Q3 2025 compared to the prior year. In year-to-date 2025, revenue decreased by \$25.3 or 5% compared to the prior year primarily driven by declines in most major markets, partially offset by growth in the Middle East and India. Revenue declined by approximately 1% 4% due to lower volume and approximately 2% due to the impacts of lower pricing. On an organic

basis, revenue declined \$6.6 \$29.0 or 4% in Q2 2025 compared to the prior year. In year-to-date 2025, revenue decreased by \$13.7 or 4% compared to the prior year primarily driven by declines in Western Europe, China and Southeast Asia, partially offset by growth in India, the Middle East and Japan. Revenue declined by approximately 2% due to lower volume and approximately 2% due to the impacts of lower pricing. On an organic basis, revenue declined \$12.6 or 4% 5% in year-to-date 2025 compared to the prior year.

Cost of sales as a percentage of revenue increased by 30 190 basis points in Q2 Q3 2025 compared to the prior year. The increase was driven by the impacts of lower revenue. Cost of sales as a percentage of revenue increased by 50 basis points in year-to-date 2025 compared to the prior year. The increase was driven by the impacts of lower revenue, partially offset by benefits from operational performance and cost reduction initiatives, including savings from restructuring actions. Cost of sales

Operating expenses increased by \$4.7 in Q3 2025, or 440 basis points as a percentage of revenue, improved by 40 basis points in year-to-date 2025 compared to the prior year. The improvement was driven by benefits year which reflected a \$4.8 benefit from operational performance and cost reduction initiatives, including savings from restructuring actions, a decrease in the valuation of a contingent earnout liability. Operating expenses in Q3 2025 reflected \$1.5 of higher employee costs, partially offset by the impacts approximately \$2 of lower revenue. spending.

Operating expenses decreased by \$2.3 \$4.3 in Q2 year-to-date 2025, but increased by 20 60 basis points as a percentage of revenue, compared to the prior year. Operating expenses in Q2 the prior year reflected a \$4.8 benefit from a decrease in the valuation of a contingent earnout liability. Operating expenses in year-to-date 2025 reflected:

- approximately \$3 \$9 of lower spending and
- \$1.0 2.8 of lower employee costs, primarily related to the impact of restructuring actions,
- partially offset by \$1.3 of higher variable compensation expense (driven by the gain on the sale of land recorded in the Americas).

Operating expenses decreased by \$9.0 in year-to-date 2025, or 130 basis points as a percentage of revenue, compared to the prior year. Operating expenses in year-to-date 2025 reflected:

- approximately \$6 of lower spending and
- \$4.5 of lower employee costs, primarily related to the impact of restructuring actions,
- partially offset by \$1.7 \$1.9 of higher variable compensation expense (primarily related to the gain on the sale of land recorded in the Americas).

We recorded restructuring costs of \$0.5 \$1.8 in Q2 Q3 2025 and \$7.8 \$1.6 in Q2 Q3 2024. We recorded restructuring costs of \$2.5 \$4.3 in year-to-date 2025 and \$14.6 \$16.2 in year-to-date 2024. See Note 11 to the condensed consolidated financial statements for additional information.

Non-GAAP Financial Measures

The non-GAAP financial measures used in this MD&A are: (1) organic revenue growth (decline), (2) adjusted operating income (loss) and (3) adjusted earnings per share.

Organic Revenue Growth (Decline)

We define organic revenue growth (decline) as revenue growth (decline) excluding the impact of acquisitions and divestitures and foreign currency translation effects. Organic revenue growth (decline) is calculated by adjusting prior year revenue to include revenues of acquired companies prior to the date of the company's acquisition, to exclude revenues of divested companies and to use current year average exchange rates in the calculation of foreign-denominated revenue. We believe organic revenue growth (decline) is a meaningful metric to investors as it provides a more consistent comparison of our revenue to prior periods as well as to industry peers.

Adjusted Operating Income (Loss) and Adjusted Earnings Per Share

We define adjusted operating income (loss) as operating income (loss) excluding amortization of purchased intangible assets, restructuring costs (benefits) and gains (losses) on the sale of land, net of variable compensation impacts. We define adjusted earnings per share as earnings per share, on a diluted basis, excluding amortization of purchased intangible assets, restructuring costs (benefits) and gains (losses) on the sale of land, net of variable compensation impacts, and gains (losses) on pension plan settlements, and the related income tax effects of these items.

- *Amortization of purchased intangible assets:* We may record intangible assets (such as backlog, dealer relationships, trademarks, know-how and designs and proprietary technology) when we acquire companies. We allocate the fair value of purchase consideration to net tangible and intangible assets acquired based on their estimated fair values. The fair value estimates for these intangible assets require management to make significant estimates and assumptions, which include the useful lives of intangible assets. We believe that adjusting for amortization of purchased intangible assets provides a more consistent comparison of our operating performance to prior periods as well as to industry peers.
- *Restructuring costs (benefits):* Restructuring costs (benefits) may be recorded as our business strategies change or in response to changing market trends and economic conditions. We believe that adjusting for restructuring costs (benefits), which are primarily associated with business exit and workforce reduction costs, provides a more consistent comparison of our operating performance to prior periods as well as to industry peers.
- *Gains (losses) on the sale of land, net of variable compensation impacts:* We may sell land when conditions are favorable. Gains and losses on the sale of land may increase or decrease, respectively, our variable compensation expense. We believe adjusting for these items provides a more consistent comparison of our operating performance to prior periods as well as to industry peers. In Q2 2025, we began adjusting for these items, as we realized a significant gain on the sale of land during the quarter which had a significant impact on our variable compensation expense, and we have adjusted the prior periods presented for consistency and comparability.

- **Gains (losses) on pension plan settlements:** We realize gains or losses previously reported as unrealized in *Accumulated other comprehensive income (loss)* in *Other income (expense), net*, in connection with pension plan settlements when all risks related to the benefit obligations to plan participants and plan assets are transferred. We believe adjusting for the gains or losses on pension plan settlements provides a more consistent comparison of our operating performance to prior periods as well as to industry peers.

Liquidity and Capital Resources

Cash and cash equivalents and short-term investments are available to fund day-to-day operations, including seasonal disbursements, particularly the annual payment of accrued variable compensation and retirement plan contributions in Q1 of each fiscal year. During normal business conditions, we target a range of \$75 to \$175 in cash and cash equivalents and short-term investments to fund operating requirements. In addition, we may carry additional liquidity for potential investments in strategic initiatives and as a cushion against economic volatility, and from time to time, we may allow our cash and cash equivalents and short-term investments to temporarily fall below our targeted range to fund acquisitions, other growth initiatives and material committed cash requirements.

Liquidity Sources	Liquidity Sources	August 23, 2024	February 23, 2024	Liquidity Sources	November 22, 2024	February 23, 2024
Cash and cash equivalents						
Short-term investments						
Short-term investments						
Short-term investments						
Company-owned life insurance						
Company-owned life insurance						
Company-owned life insurance						
Availability under credit facilities						
Availability under credit facilities						
Availability under credit facilities						
Total liquidity sources available						
Total liquidity sources available						
Total liquidity sources available						

As of **August 23, 2024** **November 22, 2024**, we held a total of **\$335.8** **\$406.3** in cash and cash equivalents and short-term investments. Of our total **\$296.6** **\$365.2** in cash and cash equivalents, **81%** **87%** was located in the U.S. and **19%** **13%** was located outside of the U.S., primarily in **Mexico**, China (including Hong Kong), India and **Malaysia**. **Mexico**. Our short-term investments are maintained in a managed investment portfolio in the U.S. and primarily consist of corporate debt securities, asset-backed securities and U.S. government debt securities.

COLI investments are recorded at their net cash surrender value. Our investments in COLI policies are intended to be utilized as a funding source for long-term benefit obligations. However, COLI can also be used as a source of liquidity. We believe the financial strength of the issuing insurance companies associated with our COLI policies is sufficient to meet their obligations.

Availability under credit facilities may be reduced related to compliance with applicable covenants. See *Liquidity Facilities* for more information.

The following table summarizes our Condensed Consolidated Statements of Cash Flows for the **six nine** months ended **August 23, 2024** **November 22, 2024** and **August 25, 2023** **November 24, 2023**:

Cash Flow Data	Cash Flow Data	Six Months Ended		Cash Flow Data	Nine Months Ended	
		August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023
Net cash provided by (used in):						
Operating activities						
Operating activities						
Operating activities						
Investing activities						
Investing activities						
Investing activities						
Financing activities						
Financing activities						
Financing activities						
Effect of exchange rate changes on cash and cash equivalents						
Effect of exchange rate changes on cash and cash equivalents						
Effect of exchange rate changes on cash and cash equivalents						

Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase (decrease) in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Net increase in cash, cash equivalents and restricted cash
Cash, cash equivalents and restricted cash, beginning of period
Cash, cash equivalents and restricted cash, beginning of period
Cash, cash equivalents and restricted cash, beginning of period
Cash, cash equivalents and restricted cash, end of period
Cash, cash equivalents and restricted cash, end of period
Cash, cash equivalents and restricted cash, end of period

Cash provided by operating activities

Cash Flow Data — Operating Activities	Cash Flow Data — Operating Activities	Six Months Ended		Cash Flow Data — Operating Activities	Nine Months Ended	
		August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023
Net income						
Depreciation and amortization						
Depreciation and amortization						
Depreciation and amortization						
Share-based compensation						
Share-based compensation						
Share-based compensation						
Restructuring costs						
Restructuring costs						
Restructuring costs						
Gains on sales of fixed assets, net						
Gains on sales of fixed assets, net						
Gains on sales of fixed assets, net						
Change in fair value of contingent consideration						
Change in fair value of contingent consideration						
Change in fair value of contingent consideration						
Changes in accounts receivable, inventories and accounts payable						
Changes in accounts receivable, inventories and accounts payable						
Changes in accounts receivable, inventories and accounts payable						
Cloud computing arrangements expenditures						
Cloud computing arrangements expenditures						
Cloud computing arrangements expenditures						
Employee compensation liabilities						
Employee compensation liabilities						
Employee compensation liabilities						
Employee benefit obligations						
Employee benefit obligations						
Employee benefit obligations						
Other						
Other						
Other						
Net cash provided by operating activities						
Net cash provided by operating activities						

Net cash provided by operating activities

In year-to-date 2025, we used cash to fund working capital requirements, and in year-to-date 2024, we generated cash from working capital primarily due to decreased levels improved operating results and the timing of inventory related to supply chain improvements and improvements in the number payment of days sales outstanding in accounts receivable, certain accrued liabilities. In year-to-date 2025, we used \$22.6 \$32.9 of cash for cloud computing arrangement expenditures primarily related to the capitalized implementation costs of our new ERP system. Working capital in the prior year reflected decreased levels of inventory related to supply chain improvements and a reduction in the number of days sales outstanding in accounts receivable. Annual payments related to accrued variable compensation and retirement plan contributions totaled \$122.4 in year-to-date 2025 compared to \$77.3 in the prior year. The timing of payments for certain other current liabilities in year-to-date 2025 increased cash from operations compared to year-to-date 2024.

Cash used in investing activities

Cash Flow Data — Investing Activities	Cash Flow Data — Investing Activities	Six Months Ended		Cash Flow Data — Investing Activities	Nine Months Ended	
		August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023

Capital expenditures

Proceeds from disposal of fixed assets

Proceeds from disposal of fixed assets

Proceeds from disposal of fixed assets

Purchases of short-term investments

Purchases of short-term investments

Purchases of short-term investments

Liquidations of short-term investments

Liquidations of short-term investments

Liquidations of short-term investments

Other

Other

Other

Net cash used in investing activities

Net cash used in investing activities

Net cash used in investing activities

Capital expenditures in year-to-date 2025 were primarily related to investments in manufacturing operations, information technology and customer-facing facilities and showrooms. In year-to-date 2025, we had proceeds from the disposal of fixed assets of \$44.3, \$44.4, primarily related to the sale of land. We also invested \$38.6 \$40.7 in a managed investment portfolio which consists of corporate debt securities, asset-backed securities and U.S. government debt securities. See Note 6 to the condensed consolidated financial statements for additional information.

Cash used in financing activities

Cash Flow Data — Financing Activities	Cash Flow Data — Financing Activities	Six Months Ended		Cash Flow Data — Financing Activities	Nine Months Ended	
		August 23, 2024	August 25, 2023		November 22, 2024	November 24, 2023

Dividends paid

Common stock repurchases

Common stock repurchases

Common stock repurchases

Repayments on note payable

Repayments on note payable

Repayments on note payable

Other

Other

Other

Net cash used in financing activities

Net cash used in financing activities

Net cash used in financing activities

The following table details dividends paid per common share during each quarter of year-to-date 2025 and year-to-date 2024:

Dividend Data							
Dividend Data							
Dividend Data	First Quarter	Second Quarter	Total	First Quarter	Second Quarter	Third Quarter	Total

2025

Dividends declared and paid per common share

Dividends declared and paid per common share

Dividends declared and paid per common share

2024

Dividends declared and paid per common share

Dividends declared and paid per common share

Dividends declared and paid per common share

In year-to-date 2025, we repurchased 2,401,082 2,864,002 shares of Class A common stock of which 701,620 768,994 shares were repurchased to satisfy participants' tax withholding obligations upon the issuance of shares under equity awards, pursuant to the terms in the Steelcase Inc. Incentive Compensation Plan ("Incentive Compensation Plan"). In year-to-date 2024, we repurchased 429,990 512,707 shares of Class A common stock, all of which were repurchased to satisfy participants' tax withholding obligations upon the issuance of shares under equity awards, pursuant to the terms of our Incentive Compensation Plan.

As of August 23, 2024 November 22, 2024, we had \$85.1 \$79.9 of remaining availability under the share repurchase program approved by our Board of Directors in 2024.

Liquidity Facilities

The following table summarizes available capacity under our liquidity facilities as of August 23, 2024 November 22, 2024:

Liquidity Facilities	August 23, November 22, 2024	
Global committed bank facility	\$	300.0
Various uncommitted facilities		24.2 24.1
Total credit lines available		324.2 324.1
Less: Borrowings outstanding		—
Available capacity	\$	324.2 324.1

We have a \$300.0 global committed bank facility in effect through 2029. As of August 23, 2024 November 22, 2024, there were no borrowings outstanding, and we were in compliance with all covenants under the facility.

We have unsecured uncommitted short-term credit facilities available for working capital purposes with various financial institutions with a total U.S. dollar borrowing capacity of up to \$4.0 and a total foreign currency borrowing capacity of up to \$20.2 \$20.1 as of August 23, 2024 November 22, 2024. These credit facilities have no stated expiration date but may be changed or canceled by the banks at any time. As of August 23, 2024 November 22, 2024, there were no borrowings outstanding under these facilities.

Total long-term debt as of August 23, 2024 November 22, 2024 was \$446.7 \$446.9 which consists of term notes due in 2029 with an effective interest rate of 5.6%. The term notes are unsecured, contain no financial covenants and are not cross-defaulted to our other debt facilities.

Liquidity Outlook

Our material cash requirements are subject to fluctuation based on business requirements economic volatility or investments in strategic initiatives. Our liquidity position, funds available under our credit facilities and cash generated from future operations are expected to be sufficient to finance our known or foreseeable liquidity needs, including our material cash requirements. As of August 23, 2024 November 22, 2024, our total liquidity, which is comprised of cash and cash equivalents, short-term investments and the cash surrender value of COLI, aggregated to \$507.1. 576.6.

As of Q2 2025, November 22, 2024, there were no significant changes in the items that we identified as our material committed cash requirements in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024.

We also have other planned material usages of cash which we consider discretionary. This includes plans for capital expenditures which are expected to total approximately \$40 to \$50 in 2025. We also expect to incur approximately \$35 \$50 in 2025 of capitalizable capitalized costs for cloud computing arrangements related to the implementation of our new ERP system. We expect to begin amortizing the capitalized costs incurred in the development of our new ERP system beginning in 2026 when the system is expected to be ready for use. In addition, we fund dividend payments declared by our Board of Directors. On September 18, 2024 December 18, 2024, we announced a quarterly dividend on our common stock of \$0.10 per share, or approximately \$11, to be paid in Q3 Q4 2025.

Critical Accounting Estimates

During Q2 Q3 2025, there were no changes in the items that we identified as critical accounting estimates in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024.

Recently Issued Accounting Standards

See Note 2 to the condensed consolidated financial statements.

Forward-looking Statements

From time to time, in written and oral statements, we discuss our expectations regarding future events and our 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, us. 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 differ materially from those in the forward-looking statements and vary from our 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; 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 this Report, our most recent Annual Report on Form 10-K and our other filings with the Securities and Exchange Commission. We undertake no obligation to update, amend, or clarify forward-looking statements, whether as a result of new information, future events, or otherwise.

Item 3. Quantitative and Qualitative Disclosures About Market Risk:

The nature of the market risks (i.e., the risk of loss arising from adverse changes in market rates and prices) we faced as of **August 23, 2024** **November 22, 2024** had not materially changed from what we disclosed in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024. We are exposed to market risks from foreign currency exchange, interest rates, commodity prices and fixed income and equity prices, which could affect our operating results, financial position and cash flows.

Foreign Exchange Risk

During **Q2 Q3** 2025, no material change in foreign exchange risk occurred.

Interest Rate Risk

During **Q2 Q3** 2025, no material change in interest rate risk occurred.

Commodity Price Risk

During **Q2 Q3** 2025, no material change in commodity price risk occurred.

Fixed Income and Equity Price Risk

During **Q2 Q3** 2025, no material change in fixed income and equity price risk occurred.

Item 4. Controls and Procedures:

(a) *Disclosure Controls and Procedures.* Our management, under the supervision and with the participation of our Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of our disclosure controls and procedures (as defined in Rules 13a-15(e) or 15d-15(e) under the Securities Exchange Act of 1934, as amended (the "Exchange Act")), as of **August 23, 2024** **November 22, 2024**. Based on such evaluation, our Chief Executive Officer and Chief Financial Officer concluded that as of **August 23, 2024** **November 22, 2024**, our disclosure controls and procedures were effective in (1) recording, processing, summarizing and reporting, on a timely basis, information required to be disclosed by us in the reports that we file or submit under the Exchange Act and (2) ensuring that information required to be disclosed by us in such reports is accumulated and communicated to our management, including our Chief Executive Officer and our Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosure.

(b) *Internal Control Over Financial Reporting.* There were no changes in our internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) during our **second third** fiscal quarter that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II. OTHER INFORMATION

Item 1A. Risk Factors:

For a more detailed explanation of the risks affecting our business, please refer to the Risk Factors section in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024. There have not been any material changes to the risk factors set forth in our Annual Report on Form 10-K for the fiscal year ended February 23, 2024.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds:

Issuer Purchases of Equity Securities

The following is a summary of share repurchase activity during **Q2 Q3** 2025:

--

Period	(a) Total Number of Shares Purchased	(b) Average Price Paid per Share	(c) Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs (1)	(d) Approximate Dollar Value of Shares that May Yet be Purchased Under the Plans or Programs (1) (in millions)
05/25/2024 - 06/28/2024	—	\$ —	—	\$ 87.7
06/29/2024 - 07/26/2024	199,936	\$ 12.98	199,462	\$ 85.1
07/27/2024 - 08/23/2024	—	\$ —	—	\$ 85.1
Total	199,936	(2)	199,462	

Period	(a) Total Number of Shares Purchased	(b) Average Price Paid per Share	(c) Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs (1)	(d) Approximate Dollar Value of Shares that May Yet be Purchased Under the Plans or Programs (1) (in millions)
08/24/2024 - 09/27/2024	129,874	\$ 13.00	118,276	\$ 83.6
09/28/2024 - 10/25/2024	332,983	\$ 13.06	277,270	\$ 79.9
10/26/2024 - 11/22/2024	63	\$ 12.93	—	\$ 79.9
Total	462,920	(2)	395,546	

- (1) In October 2023, the Board of Directors approved a share repurchase program, announced on October 30, 2023, permitting the repurchase of up to \$100 million of shares of our common stock.
- (2) 474,673,374 shares were repurchased to satisfy participants' tax withholding obligations upon the issuance of shares under equity awards, pursuant to the terms of our Incentive Compensation Plan.

Item 6. Exhibits:

Exhibit No.	Description
10.1*	Steelcase Inc. Incentive Compensation Plan, as amended and restated as of July 10, 2024 (1)
31.1	Certification of CEO pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
31.2	Certification of CFO pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
32.1	Certification of CEO and CFO pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
101.INS	Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document
101.SCH	Inline XBRL Schema Document
101.CAL	Inline XBRL Calculation Linkbase Document
101.LAB	Inline XBRL Labels Linkbase Document
101.PRE	Inline XBRL Presentation Linkbase Document
101.DEF	Inline XBRL Definition Linkbase Document
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

* Management contract or compensatory plan or arrangement.

(1) Filed as Exhibit 10.1 to the Company's Current Report on Form 8-K, as filed with the Securities and Exchange Commission on July 12, 2024 (commission file 001-13873), and incorporated herein by reference.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

STEELCASE INC.

By: /s/ NICOLE C. MCGRATH

Nicole C. McGrath
Vice President, Corporate Controller &
Chief Accounting Officer
(Duly Authorized Officer and Principal Accounting Officer)

Date: September 20, 2024 December 20, 2024

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EXHIBIT 31.1

CERTIFICATION OF CHIEF EXECUTIVE OFFICER SARBANES-OXLEY ACT SECTION 302

I, Sara E. Armbruster, certify that:

- 1) I have reviewed this Quarterly Report on Form 10-Q for the period ended August 23, 2024 November 22, 2024 of Steelcase Inc.;
- 2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- 3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
- 4) The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
- 5) The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ Sara E. Armbruster

Name: Sara E. Armbruster
Title: President and Chief Executive Officer

Date: September 20, 2024 December 20, 2024

EXHIBIT 31.2

CERTIFICATION OF CHIEF FINANCIAL OFFICER
SARBANES-OXLEY ACT SECTION 302

I, David C. Sylvester, certify that:

- 1) I have reviewed this Quarterly Report on Form 10-Q for the period ended August 23, 2024 November 22, 2024 of Steelcase Inc.;
- 2) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
- 3) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
- 4) The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
- 5) The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ David C. Sylvester

Name: David C. Sylvester
Title: Senior Vice President, Chief Financial Officer

Date: September 20, 2024 December 20, 2024

EXHIBIT 32.1

CERTIFICATION OF CEO AND CFO PURSUANT TO
18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report on Form 10-Q of Steelcase Inc. (the "Company") for the period ended August 23, 2024 November 22, 2024 as filed with the Securities and Exchange Commission on the date hereof (the "Report"), Sara E. Armbruster, as Chief Executive Officer of the Company, and David C. Sylvester, as Chief Financial Officer of

the Company, each hereby certifies, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, based on their knowledge:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ Sara E. Armbruster

Name: Sara E. Armbruster
Title: President and Chief Executive Officer

September December 20, 2024

/s/ David C. Sylvester

Name: David C. Sylvester
Title: Senior Vice President, Chief Financial Officer

September December 20, 2024

This certification accompanies the Report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by the Sarbanes-Oxley Act of 2002, be deemed filed by the Company for purposes of Section 18 of the Securities Exchange Act of 1934, as amended.

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