

CHARTER OF THE CORPORATE BUSINESS DEVELOPMENT COMMITTEE OF THE BOARD OF DIRECTORS OF STEELCASE INC.

Adopted as of July 12, 2017

I. Purpose of the Committee

The purpose of the Corporate Business Development Committee (the “Committee”) of the Board of Directors (the “Board”) of Steelcase Inc. (the “Company”) is to review and oversee the development and implementation of the Company’s growth strategies and make recommendations to the Board with respect to investments in such growth strategies or acquisitions and divestitures for which the Board’s approval is required.

II. Composition of the Committee

The Committee shall be comprised of three or more Directors.

The members of the Committee shall be elected annually to one-year terms by majority vote of the Board at the first meeting of the Board following the annual meeting of stockholders. Vacancies on the Committee shall be filled by majority vote of the Board at the next meeting of the Board following the occurrence of the vacancy. The Board shall designate one member of the Committee as its Chair.

III. Meetings of the Committee

- A. The Committee will meet at least four times annually. The Chair of the Committee or a majority of the members of the Committee may call a special meeting of the Committee.
- B. A majority of the members of the Committee present in person or by means of a telephone conference or other communications equipment (by means of which all persons participating in the meeting can communicate with each other) constitutes a quorum. The action of a majority of members at a meeting at which a quorum is present will be the action of the Committee. In lieu of a meeting, the Committee may take action by unanimous written consent.
- C. The Committee may form subcommittees for any purpose that the Committee deems appropriate and may delegate power and authority to such subcommittees as the Committee deems appropriate; provided, however, that no subcommittee shall consist of fewer than two members; and provided further that the Committee shall not delegate to a subcommittee any power or authority required by any law, regulation or listing standard to be exercised by the Committee as a whole.
- D. The Committee shall keep written minutes of its meetings, which shall be maintained with the books and records of the Company. Following each of its meetings, the

Committee shall deliver a report to the Board, including a description of all actions taken by the Committee at the meeting.

- E. The Committee may request Directors, officers, and employees of the Company or other persons whose advice and counsel are sought by the Committee to attend meetings of the Committee to provide such pertinent information as the Committee requests.

IV. Committee Responsibilities

The Committee shall have the following responsibilities:

- A. To review and oversee the development and implementation of the Company's growth strategies, including:
 - 1. identification of growth horizons,
 - 2. development of new business models,
 - 3. strategic alliances with other companies and
 - 4. strategic equity or debt investments.
- B. To review and make recommendations to the Board with respect to (1) investments in growth strategies or (2) business acquisitions or divestitures, in each case to the extent that the Board's approval is required pursuant to applicable law, the Company's Articles of Incorporation or By-laws or resolutions adopted by the Board.
- C. To fulfill any other duties or responsibilities delegated to the Committee by the Board from time to time.

V. Evaluation of the Committee

The Committee shall, on an annual basis, evaluate its performance under this Charter. In conducting its evaluation, the Committee shall address all matters that the Committee considers relevant to its performance, including at least the following: the adequacy, appropriateness and quality of the information and recommendations presented by the Committee to the Board, the manner in which they were discussed or debated, and whether the number and length of meetings of the Committee were adequate for the Committee to complete its work in a thorough and thoughtful manner. In conducting its evaluation, the Committee shall also determine whether this Charter appropriately addresses the matters that are or should be within its scope and shall recommend to the Board any improvements to the Committee's charter deemed necessary or desirable by the Committee. The Committee shall deliver to the Board a written or oral report setting forth the results of its evaluation.

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