## DOCUMENT CHANGE CONTROL

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<td>ALL</td>
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START MANUAL – STEELCASE AMERICAS REGION

The START Manual is provided as a source of detailed instructions for a supplier of Direct Materials or Finished Goods to Steelcase. It is referenced in the supplier contract so it is a document with legal significance.

ACRONYMS

| ACH | Automated Clearance House | PCL | Product Category Lead |
| ASN | Advance Shipping Notice | PDL | Product Development & Launch |
| BIFMA | Business Institutional Furniture Manufactures Assoc. | PE | Product Engineering |
| CO | Country of Origin | PFEP | Plan for Every Part |
| C-TPAT | Customs Trade Partner Against Terrorism | PPAP | Production Part Approval Process |
| ECAT | Electronic Catalog | PPM | Parts Per Million |
| FG | Finished Goods | QA | Quality Assurance |
| HTS | Harmonized Tariff Code | QAS | Quality Acceptance Standard |
| ISIR | Initial Sample Inspection Report | QE | Quality Engineer |
| ISPM 15 | International Phytosanitary Measure | QMN | Quality Management Notification |
| KDF | Key Design Feature | SCL | Supply Chain Leader |
| LCC | Low Cost Country | SCM | Supply Chain Management |
| LCM | Life Cycle Management | SOL | Statement of Line |
| MAD | Material Availability Date | SOP | Schedule of Product |
| MAR | Management Authorization Request | SSC | Sourcing Service Center |
| MPA | Master Purchasing Agreement | SUS | Supplier Self Service |
| NAFTA | North American Free Trade Agreement | TAA | Trade Agreement Act |
| NPD | New Product Development | TLC | Total Landed Cost |
| OF | Order Fulfillment | T2 | Tier 2 Supplier |
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SECTION 1: QUALITY

1.1 Production Part Approval Process (PPAP)

Definition
Steelcase’s Purchase Part Approval Process is roughly equivalent in content to the Production Part Approval Process utilized in the automotive industry.

If you are a supplier to the automotive industry and already submitting PPAP documents to your customer, Steelcase will accept the format of those documents and records as equivalent. Steelcase considers AIAG (Automotive Industry Action Group) and its PPAP requirements to be interchangeable.

Purpose
The purpose of this Product Part Approval Process is to determine if all Steelcase specifications and requirements are properly understood by the supplier, and that the supplier’s processes have the potential to continually produce product meeting these requirements during an actual production run at the quoted capacity. If there is a temporary process in place prior to full production process, both processes must be qualified before product is shipped to Steelcase (or customer).

An assessment by Engineering/Quality should be done in the following situations to determine if a PPAP should be initiated:

- New or revised product configuration
- New or revised tooling and equipment (excludes normal maintenance)
- Tooling and equipment relocation
- New or revised manufacturing process (excludes normal adjustments)
- New manufacture or tier II.
- Material change

Production Part Approval Packages can include the following:

- Part Submission Warrant
- Sample Product
- Design Records
- ISIR Layout Results
- Start-Up Pack for Textiles
- Test Results / Certifications
- Process Maps / Diagrams
- Failure Mode & Effects Analysis
- Work Instructions
- Control Plan
- Process Capability Studies
- On-Going Capability Plan (incl.)
- Gage Studies / Measurement System Analysis
- Third Party Service
- Run at Rate
- Other requirements as needed:
• Appearance Approvals
• Special Process Parameter Validation Records
• Gage, Fixture & Equipment Calibration Records
• Bill of Material Audits

PPAP Checklist is the tool used by Steelcase to communicate these requirements that will lead to approval of the PPAP. Other items may be required as applicable.

View PPAP Checklist Example

Part Submission Warrant
• Supplier is to complete all areas of warrant: manufacturing information, reason for submission, requested submission level, submission results, and declaration.
• Steelcase Quality is responsible to disposition the warrant.
• This document is for part / product approval only.
• The PPAP is not considered complete or approved until this warrant is signed and returned to the supplier

Initial Sample Inspection Report (ISIR)
• Steelcase Product Engineering and Quality are responsible to designate required dimensions to be measured on the ISIR
  o All KDFs (Key Design Features) are required
  o The supplier is responsible for measuring with appropriate measurement tools and documenting results.
  o Parts from each position of a multiple cavity die, mold, tool, or pattern are to be measured and representative parts inspected.
  o The ISIR layout report is submitted to the latest revision of the Steelcase print
  o A copy of the print must be numbered to correspond to the layout results sheet
  o Steelcase Product Engineering is responsible to disposition the ISIR.
• Supplier may be required to provide parts measured for ISIR to Steelcase
• Steelcase accepts the AIAG PPAP or can provide standardized forms

Run at Rate
Run at Rate is a pre-production run of parts/assemblies performed to ensure that the planned production system (people, processes, equipment, etc.) will produce an appropriate quantity of acceptable product when run at the planned production rate.

Control Plan Requirements
Steelcase strongly recommends the use of Control Plans for all our supplied products, but will indicate clearly when a Control Plan is considered an absolute requirement for production part or product approval.

The Control Plan is an agreement between Steelcase and the supplier which documents how the supplier will meet product requirements for parts purchased by Steelcase. The Control Plan is to be submitted for review to the respective Steelcase QA for approval, and must contain the following minimum criteria:
• Supplier’s name
• Steelcase part name, and number or part family
- Dimensions with tolerances, engineering specs, & aesthetics (if apply)
- All Key Design Features (KDF’s) noted on the print shown as a diamond with a # in the middle.
- Method of inspection: Calipers, gages, visual verification etc...
- Number of Samples checked, frequency of checks
- Data requirements (charts, daily logs, pre-control charts etc)
- Implementation date (Date Control Plan goes into effect)
- Supplier signature and date of approval or date of change. Data from control plans must be available upon request.
- Records of Quality checks required to be retained
- Steelcase reserves the right to request records of inspections, as detailed in the control plan, at any time.
- Measuring equipment/tools used for inspection of product should follow the (10:1 Rule)
  - The "golden rule" for metrology used to be the 10:1 rule-use a measuring instrument that has ten times the resolution as compared to the component tolerance (if the product tolerance is +/-0.001", use a micrometer with 0.0001" graduations)
- Reaction plan for non-conformances
- Ongoing capability plan established for all VC2 KDF
- Packaging instructions should also be included.

Contact your Steelcase Quality representative if you would like to use the following Steelcase forms: Part submission warrant, ISIR, FMEA, Capability study report & Control Plan.

View Control Plan Example

1.2 Capability

Ongoing Capability Plan (OCP)

Suppliers may need to maintain ongoing process capability on specific dimensions deemed to be critical to the functionality of the final product. Steelcase will specify which product dimensions or attributes require ongoing capability in considering input from the supplier. This Initial capability needs to be established as part of the first production part approvals. A plan for sustaining ongoing capability must be in place to support KDF (Key Design Features) requirements. This plan should be supported with a frequency established in the control plan, with SPC data, or a process defined in the supplier’s quality manual.

- Key Design Features: (Shown on the print as a diamond with a # in the middle)
  - DI design intent
  - VC1 = Variation Control 1
    - Requires process to be qualified to a Cpk of 1.00
  - VC2 = Variation Control 2
    - Requires process to be qualified to a Cpk of 1.33
    - Ongoing capability monitoring is required

A proper capability study is completed by using the production tooling/equipment in the production environment. Should be 30 consecutive numbered pieces.
1.3 Special Process Qualification

Suppliers should perform process qualification by routine destruct testing on processes such as:

- Welding
- Adhesives
- Plastics
- Destruct testing is needed because visual inspection cannot determine part acceptability.
- All critical process parameters should be documented on a control plan or process sheet, and on-going destruct testing should be performed to ensure that the processes are being performed properly.
- Parameters are developed by establishing high and low range of all critical process parameters, and verified through destruct testing.
- Any changes to the parameters outside of the established ranges require re-qualification.

1.4 Finish / Coating Qualification

Finish Specification
(For suppliers with internal finishing capabilities or receiving coated parts from a tier 2 supplier.)

Suppliers will be required to obtain paint line qualification per Engineering Specification ES 1-01-01, or veneer finishing qualification per Engineering Specification ES 3-82-25. Steelcase Finishing Technology group will work with the supplier to ensure appropriate samples are submitted, and paint line settings and controls are documented. Steelcase expects suppliers to maintain control of their finish processes through appropriate measurement and documentation.

Suppliers will receive finish masters issued by Steelcase for each finish offered. In some cases, the supplier may create the masters and submit them for Steelcase approval. Production aids can be produced by the supplier or ordered through Steelcase.

Approved masters will have an expiration date. It is the supplier’s responsibility to ensure the masters are kept current. This may require implementing a control process similar to calibration of measuring devices & templates. For updated masters, contact your Steelcase, Inc. Quality Representative

Finishes must pass all required testing defined by Steelcase for the specific product application.

Tier I suppliers are expected to manage their tier II suppliers in accordance to all Steelcase requirements. Please inform us of any change in your Tier II’s manufacturing process, materials used, or location of manufacturing before implementation. We reserve the right to require new initial samples in connection with any such change.

Parameters are developed by establishing high and low range of all critical process parameters, and verified through destruct testing.
1.5 Custom Surfaces

Customer’s Own Material (COM) / Customer Specified Material (CSM)
Our Customer’s Own Material (COM) program allows customers to tailor Steelcase furniture and seating products for a customized look. Select Steelcase seating and furniture product accommodate hundreds of textiles from many leading fabric suppliers. With the Customer’s Own Material web tool, dealers can find a textile that has already been tested and approved on our product, or they can submit a request to have a new fabric tested.

Once an approved textile has been selected, the parametric calculator is utilized to find out the exact yardage required. When yardage is determined, the dealer can submit their order to Steelcase for Steelcase to procure the fabrics on their behalf.

PerfectMatch
The Perfect Match program allows customers to specify their own color on Steelcase painted products where the PerfectMatch option is offered. See the individual Product Specification Guide for available options.

The PerfectMatch program supports matching Steelcase paint finishes that have been “culled”, but does not support matching Steelcase “transitional” paints that are not available on select product lines.

All colors will be matched in a smooth, 40% gloss, non-metallic finish or in a textured, 6% gloss, non-metallic finish. Exception: Privacy Wall requests continue to be matched only in its standard low gloss level.
Metallllic paint matches for custom or culled Steelcase colors are not available through the Perfect Match program, but can be matched in the standard 40% gloss, opaque (non-metallic), finish.

Steelcase Finishing Technology will approve the coating material with the chosen vendor using the same process for standard color matches. The supplier applying the custom finish will be notified by the Steelcase Finishing Technology representative when the material is approved and will order the coating material as normally done. Provided the supplier has been qualified to apply the material, there are no additional approvals required.

Customiz
The Customiz Stain program offers the customer the opportunity to specify a custom-matched stain in a Steelcase wood environment.
The supplier will be notified of the need to match the custom stain color by the Wood Finishing Technology representative who will send a color master and the formula for the color. The supplier will be required to submit production samples as with standard finishes which will be approved by Finishing Technology prior to the purchase order being sent to the supplier.

1.6 Quality, Order Fulfill and Technical Training

Training Available from Steelcase
Steelcase makes internal training accessible to suppliers through Corporate Learning and Development.

All suppliers are expected to complete the QLT275: Quality Expectations. This course provides an overview of Steelcase’s quality expectations and the requirements and documents associated with
gaining and maintaining Steelcase production part approval. The course is intended for internal and external manufacturers of Steelcase product and Steelcase employees.

For questions on available training, contact your Steelcase Supply Chain representative.

1.6 Records

Steelcase reserves the right to request any of the following documents based on these identified retention periods.

- Production Part Approval (PPAP’s) – retain throughout product life
- In process Inspection / test records - minimum one year
- Product test records (e.g. BIFMA) retained throughout product life.
- Documents supporting product traceability, such as adhesive shelf life, incoming material certs. – minimum one year.

1.7 Quality Management Notifications (QMN’s) Customer Complaint Resolution Process

A Quality Management Notification is a communication tool used to document and follow-through on a variety of topics between the Supplier and Steelcase. Some examples where a QMN may be used are:

- Customer Complaint resolution
- Corrective Actions / Nonconformance’s
- Controlled Document Issue Notifications (CDIN’s) Failure to respond to ...
- Temporary Deviations
- Action Items created during a Partnership Performance Review
- Audit Result action items
- Accumulated rejects
- Service related issues like late deliveries and missing or inaccurate paperwork.
- Line Shut Down
- Field Failure Cost
- Delinquent Corrective action requests
- Import export Non-compliance

Customer Complaint Receipt
Steelcase will manage all complaints received from customers and will communicate them to the supplier as appropriate. If the supplier receives a complaint notification directly from a customer or dealer, they must direct the call to 1-800-Steelcase.

Corrective Action Process
The supplier will be responsible to work with Steelcase to identify root cause of any product, order fulfillment or compliance problem. The Steelcase personnel responsible for the particular product will notify the supplier, and coordinate the resolution of the issue through the Quality Management Notification (QMN) process.
QMN process:

1) Identify Nonconformance
The flow chart shown in this section assumes that Steelcase identifies the nonconformance. This process also applies to any nonconformance found by the supplier.

2) Quality Management Notification Issued
A Steelcase representative will document the nonconformance on a QMN and communicate to the Supplier representative. The QMN is time stamped at this point and a response date and time is included on the document. Charges may apply to any Quality Management Notification for costs incurred relating to any Steelcase or customer disruption.

Per the provisions for Nonconforming Products and Set Offs contained in your contract with Steelcase, we reserve the right to charge back the reasonable costs associated with the processing and replacement of nonconforming products. These charges will be documented in the QMN and must be approved by the Supply Chain Lead responsible for the supply relationship. All charges will be discussed with the supplier in advance and will be in accordance with the severity of the nonconformance and the corrective action required.

3) Isolate / Verify Outgoing Orders
The first step in containment of a nonconformance is to isolate suspect product, and verify acceptable product prior to shipping. When circumstances dictate that additional inspection must be implemented the supplier will have the following options: 1) Assure Steelcase of a verifiable final inspection process at the supplier’s facility using supplier resources. Steelcase may audit and or require documentation that confirms expectations are met; 2) Contract with a mutually agreed upon third-party company to provide inspection services at Steelcase or the supplier for which the supplier will bear the cost; 3) By exception, Steelcase will hire the required resources and back charge the supplier for inspection services.

4) Isolate / Verify Work in Process and Stock Materials
It is crucial that all work in process specifically related to the nonconformance be quarantined at this time. Verification of WIP is not required within the first 24 hours of notification as long as interim measures for detection and sorting have been satisfactorily implemented.

5) Other Short Term Actions
As mentioned above, other short-term actions for detection / sorting must be identified in order to prevent shipment of nonconforming product while permanent corrective action is determined and implemented. Actions such as increased inspection frequency, process / product auditing, department / team meetings or Quality notifications are appropriate.

6) Respond to QMN for Short Term Actions
Once the short-term actions are identified, the Supplier must respond to the Steelcase representative. The target for the short-term response is 24 hours.

7) Long Term Corrective Action
Identify Root Cause
Using whatever process is appropriate or common at the Supplier; the root cause must be identified and included in the submitted Corrective action.
Some tools are 5 Why’s 8D, DMAIC, fishbone diagrams, FMEA, PFMEA, DFEMA.

**Develop Corrective Action(s)**
A single or series of corrective actions required to address the nonconformance in a *global* sense is developed in a manner acceptable to the Steelcase. Documentation and training should always be considered in the corrective action response.

**Develop Measures of Effectiveness**
It is required at this point to define and document the methods for verification of effectiveness of the corrective action. It is always possible to utilize existing methodology to accomplish this. For example, increasing the frequency or adding a specific feature to a checklist for a defined period could leverage an existing inspection or audit process.

**Respond to QMN**
Steelcase expects a corrective action response to be submitted within the targeted time frame listed on all QMN’s. Note, the requirement does not include implementation of corrective action, only identification of the root cause, and plan to resolve including target dates. Responses that do not include Measures of Effectiveness will not be accepted.

**Failure to respond within the requested time frame may result in an additional QMN and fees.**

**Implement / Verify Corrective Action**
Implement the corrective action per the plan and agreed upon target dates. Steelcase reserves the right to require objective evidence of implementation, such as documentation, pictures, training records or Capability studies. Verification of implementation may also require a site visit by Steelcase personnel.

**Verify Corrective Action Effectiveness**
Per the corrective action plan, personnel from the supplier or Steelcase must verify the effectiveness of the corrective action. Steelcase reserves the right to require objective evidence or a site visit as verification. Steelcase considers 30 – 60 days an acceptable time frame for verification of effectiveness. Longer time frames can be negotiated case by case.

**Close QMN**
When the corrective action effectiveness has been verified the QMN will be closed in the system.

[View QMN Example]
1.8 PPM Measure

Supplier’s performance is measured using Parts Per Million (PPM).

- **PPM is calculated:**
  - Defects / shipped units * 1,000,000
- Defective quantities are determined from QMN’s issued to the supplier.
- Shipped units are determined by receipts from SAP.
- No QMN’s = PPM of 0
- Contact your Supply chain lead for your PPM goal
- Plants not actively using SAP yet will review supplier performance based on # of QMN’s issued.
1.9  Priority Inspection of Product (Finished Goods)

Priority inspection is a designation given to orders requiring additional confirmation of conformance to requirements.

When the supplier receives an order, the T-markings section of the ship label must be reviewed for any of the following designations:

P1 Mock-up Orders – Special orders intended to win new business requiring expedited handling and priority inspection by Quality Assurance. A mock-up order may be a component product or display of completed products.

P1 Sales related Orders – A P1 sales related order may be a display of products that are ordered by the dealership to present Steelcase capabilities to a customer. P1 inspection may also be applied to the following types of sales related orders:
• Tradeshow Dealer Showrooms
• Steelcase showrooms
• Dealer Meetings
• Steelcase Sales Meetings

P2 Replacement Orders – Second time replacement orders requiring priority inspection by Quality Assurance prior to shipment.

Any of the QA-P1 or P2 designations on the ship label indicate that the item is to be handled as a Priority Inspection Unit and should include:
1. Major Project Color Label location (See section 4.6 for more information)
2. QA-P1 (or QA-P2, etc.) Priority inspection indicator and ‘Accepted by’ sign off
3. Mock Up designation (appears for mock up orders only)

The shipping label must be signed off in the “ship to” (left side) and “build” (center) sections, identified with the acceptance by marking.

Records of Priority Inspections may be requested by Steelcase

1.10  Quality Acceptance Standards

Quality Acceptance Standards are illustrated descriptions of Steelcase workmanship requirements for finished products or components. QAS’s may contain certain specifications that are not found on other documents such as label placement, lubrication, surface classification, part/gap relationships, aesthetic guidelines, functional characteristics, shipping and packaging tape, etc.

The Quality Acceptance Standard (QAS) is used in conjunction with Engineering Drawings, Engineering Specifications (ES), applicable Masters, training, local work instructions, and in some cases, Assembly Direction sheets, to form the Steelcase requirements for products. QAS documents are developed and issued by Steelcase, but must be controlled internally at the supplier.

View QAS Example
SECTION 2: ENGINEERING

2.1 Tooling Readiness

To ensure the supplier is ready for the start of production, any tooling or fixturing requirements must be completed, and asset ownership must be clearly defined.

The supplier is required to properly store and protect the asset. Asset cost, location and name will be provided to property accounting. Property accounting will issue an asset number and identification tag. Supplier must adhere tag to asset or storage container for asset.

The supplier will be required to complete and sign a Tooling and Equipment Exhibit to the Schedule of Product that will detail the tooling’s asset number assigned by Steelcase, the location and other information of the tooling. This Tooling and Equipment Exhibit will be used by Steelcase Property Accounting to conduct capital asset audits on a periodic basis. The supplier will be expected to respond the tooling audit enquiries on a timely basis.

2.2 Product Testing

Steelcase requires all supplied product to meet or exceed BIFMA testing requirements. In addition, packaging and ship testing requirements must be met. These requirements will vary depending on the nature of the product and the method of delivery (i.e. Ground transportation, Air Freight).

Unless otherwise required and specified, Steelcase will be responsible for all product testing and will provide approvals prior to any product launch or design change for products designed by Steelcase. For products jointly designed or designed solely by the supplier, testing responsibilities will be defined in the Schedule of Product and Product Specifications.

Steelcase will periodically conduct compliance testing at Steelcase expense. The testing will take place in the Steelcase Compliance Lab. Compliance audits will include “Fit and Finish” requirements as identified in the products QAS, as well as testing to applicable BIFMA requirements.

Any testing non-conformance issues will be documented via a QMN to the supplier and formal corrective action will be required.

2.3 Packaging Design and Testing

2.3.1 Direct Materials

It is the responsibility of the supplier to provide packaging sufficient to prevent damage to the product in transit to Steelcase. The packaging will be approved at Pilot, and any changes made to the packaging must be reported to Steelcase before it is implemented.

2.3.2 Finished Goods

It is the responsibility of the supplier to design Finished Goods packaging that meets the requirements defined in the Steelcase Packaging Specification and Distribution Guidelines available here.

Suppliers are required to maintain a packaging Bill of Materials for all Finished Goods products. Any changes to an approved pack must be preauthorized by Steelcase, Inc.
Ship testing can be accomplished by laboratory testing to the specified shipping vibration and drop test specifications at Steelcase or their ASTM/ISTA equivalent or by a Steelcase Over-the-Road test. Steelcase is generally responsible for any laboratory based testing.

2.4 Design / Design Change Process

Design and design change authority will be specified in the Schedule of Product (SOP). The SOP will also specify any level of change that can be made with notification only. Process to be agreed upon by Supplier and the Engineer responsible for the product and documented in the SOP

The process will include:

- Level of change requiring notification
- Level of change requiring approval
- Approval authority required
- Notification methods
- Approval routing method
- Issue of pertinent documents within supplier’s facility

Prior to launch of a product with a supplier, Steelcase is responsible for ensuring that all specifications concerning the product(s) listed on the SOP are current and have been issued to the supplier. Steelcase may request copies of supplier-owned product and process documentation. Generally, a launch readiness review is conducted, and the supplier is expected to raise any issues related to specifications at that time.

These specifications include but are not limited to:

- Technical Product Specifications
- Product Testing
- Product performance requirements
- Process qualification
- In-process testing
- Process parameters
- Finish materials
- Finishing processes
- Environmental cycle testing
- Quality Acceptance Standards

Steelcase will compile and issue all proprietary specifications to the supplier through the Controlled Document Issue Notification (CDIN) process.

The Supplier is responsible for obtaining and maintaining currency of any industry or national standards required.

The Supplier is responsible for incorporating all specifications into their product and process documentation where required.
2.5 Small Parts / Hardware Identification (Blue Ribbon Process) - Finished Goods

To prevent inadvertent disposal of our product hardware or small parts, Steelcase Inc. requires small parts to be identified by a noticeable length of ribbon attached to the components in question. The tail of the ribbon should be long enough to extend outside of the box to identify the pack as having the hardware included.

The ribbon used is typically known as flagging tape or surveyors tape; this is available from many sources. Color is not as important as the presence; however, Steelcase has opted to used BLUE as the primary color.

2.6 Controlled Document Issue Notification (CDIN) Process

The Steelcase Sourcing Service Center is responsible for issuing Steelcase Engineering Release documents to the supplier, &/or notifying the supplier of the change via the Controlled Document Issue Notification (CDIN) process. These documents include but are not limited to:

- Expanded Engineering Releases
- Engineering Drawings
- Product structure files
- Engineering, design, test and material specifications
- Quality Acceptance Standards

Suppliers will receive these notifications electronically via SupplySync. Suppliers are responsible to acknowledge the CDIN receipt on SupplySync and ensure the contact information for CDINs in SupplySync is current and correct.
2.7 Labeling Requirements

2.7.1 Product Identification – Direct Materials

In all cases, product-labeling requirements must be specified on the engineering drawing. If this is not the case, please inform your Steelcase Engineering or Quality contact for clarification of the requirements.

2.7.2 Product Identification – Finished Goods

Product Identification labels are required for every product. Product ID labels are part of the shipping label. The product ID label requirements for use are defined on the Steelcase engineering drawing. The product ID label must be attached to the product in such a way as to ensure removal is intentional. The label must state “Made in (country of origin: US, Canada etc.) with (country of origin) and imported materials.

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2.7.3 Plastic Warning Labels

Plastic bags with opening diameters larger than five inches shall have the following warning statement:

⚠ WARNING Suffocation hazard, discard this bag after use. Keep this bag away from babies and children. Do not use in cribs, beds, carriages or playpens. This bag is not a toy. The thin film may cling to the nose and mouth and prevent breathing, and could result in death or serious injury.

See MAT-2000 FOR ACTUAL SIZE

2.7.4 Bedding Law Labels

Bedding law labels are unique to product content, manufacturing location, and country of destination. If you are a supplier of upholstered items, you will need to provide Steelcase labels for each different combination of contents. These labels will reference your state or provincial bedding and upholstery
registration numbers. Each of your individual manufacturing sites must maintain a current upholstery manufacturer registration in all states, provinces, and local jurisdictions whose laws require you to do so, and provide evidence of current registration upon request. These labels must be applied to each upholstered item as specified on the engineering drawing.

2.7.5 Flammability Labels

When the Product Specification or Engineering Drawings require compliance with a Flammability code, the Supplier will be required to apply the pertinent labeling per the Schedule of Product.

2.8 New Fabric Introduction

When new fabric(s) are introduced, the supplier is required to test fabric for acceptability of their specific application.

• Identify supplier contact for fabric test. Including: name, email, phone number, address.
• Supplier contact will be sent fabric for testing and electronic version of acceptability worksheet.
• Supplier Contact will also be responsible for coordinating product build, filling out the “New Fabric Acceptability Worksheet,” and emailing the results to Surface Material Technician within one week from fabric receipt.

2.9 Shelf Life / Life Duration

Suppliers of items with a limited shelf life will be required to provide the following in the Life Duration Exhibit:

• expiration date
• supplier
• color identification (if applicable) on each container
• batch and / or lot number (if applicable)

Batch, lot number and color identification will also be identified on shipping documents as applicable. Supplier will also identify on product containers any specific requirements for storage to prevent deterioration.

75% of the product’s shelf life must remain upon
SECTION 3: SPECIALS

3.1 Definition of a Special

A special is any modification of a standard Steelcase product, which in any way alters the original design. This includes all aesthetic changes such as finishes and fabric.

A special is also defined as custom product in which we are not modifying standard product but rather creating a new custom product.

3.2 Special Product Cost Matrix

Any requested modification of a Steelcase product is considered a special. Suppliers may be required to complete a product and pricing matrix for those specials where Steelcase and the supplier mutually agree can be produced. This matrix will allow Steelcase to quote dealers a pre-determined range of sizes, finishes and pricing without taking time to request a quote each time.

3.3 Special Product not on Matrix

Any special product not defined in the product and pricing matrix will be communicated to the supplier as a request for quote by Specials Procurement or Quote Reps. The resulting quote is required within 1 business day (EST) of the request and must include a quote reference numbers. Mock-ups or priority orders might require a faster response.
SECTION 4: MATERIALS MANAGEMENT / ORDER FULFILLMENT

4.1 Capacity Planning

Suppliers are required to establish inventory requirements based on service objectives to end customers, acceptable dollar amounts allocated to inventoried assets, and a clear understanding of the timing of ownership of product. The inventory plan covers unique items kept in stock, lead times, and high and low inventory levels and costs. It is to be included in the Schedule of Product. Steelcase and its suppliers must work together as partners towards a mutual goal of total cost management throughout the supply chain by controlling excess inventory and eliminating waste.

Schedule Quota
The base unit of measurement used by Steelcase for capacity planning are Standard Hours or Pieces. The unit of measure for suppliers can be anything that is appropriate to control the capacity. Some examples of appropriate units of measure are:

- Standard hours
- Units of Finished Product
- Units of Work in Process
- Man Hours

It is possible that all Steelcase products at a supplier’s facility may have the same Standard Hour value. It is also possible that each SKU will have a different Standard Hour. In certain instances, the supplier may be asked to provide or conduct time studies to estimate or validate data being used to assign Standard Hours.

The marketing forecast will be applied and translated into a total weekly Standard Hour value based on the projected product mix. This is called the Quota. Steelcase then loads the Standard Hour value for each product into the product database.

Planning Buckets
A scheduling bucket is assigned to each product that a supplier runs for Steelcase. The schedule bucket is used to control the number of products being requested by the customer in a specific day. The scheduling buckets are typically set up in pieces; however, other measurements are usable such as standard hours. Our system auto schedules based upon the agreed capacity and lead-time for that product line.

Load Agreements/Long term Capacity Plans/Quota Management
Steelcase will work with the supplier to develop Load Agreements and a Long-Term Capacity Plan for each bucket the supplier owns. An initial quota will be generated based on a marketing forecast, and the Long-Term Capacity plan will be built from this information.

The Long-Term Capacity Plan form will illustrate Steelcase critical pre-planning information on equipment, facility, and other resource needs based on varying levels of production, using the current quota as the base. The Sales and Operations Execution process involves analyzing specific market indicators to set or re-align manufacturing quotas to meet the market demand. The goal is to meet the customer requested delivery dates 100% of the time.
Steelcase reviews the business data and compares it to the supplier capacity and quotas daily. They will determine the impact to schedules for the supplier and Steelcase and recommend any needed quota changes. This analysis will also help the supplier become aware of possible bottlenecks or other impediments to increased levels of production.

If major changes are indicated, requiring capital equipment, facility moves or large resource changes, the Order Fulfill Manager will coordinate the supplier and the Supply Chain Lead. Steelcase will also provide ongoing order level and forecasting data to the supplier in the form of Forecast graphs and Planning Bucket summaries daily.

View Capacity Plan Example

Master Planner

Master planner is a load optimization tool used by Steelcase. Master Planner will move orders based on available capacity, while optimizing logistic costs. Orders may move from the time they are received until 8 days prior to the delivery date (or when the labels print) at Steelcase.

Suppliers will receive only one change notice from Master Planner 8 days before ship if the order ship date was changed. The Capacity Manager will analyze the resulting schedule loads and will address any capacity issues with the supplier.

4.2 Database Loading

Loading the product database is a Steelcase responsibility; however, the supplier may be required to submit certain product or process information for the calculation of the Standard Hours or Pieces, and weights, cubes and pack factor information for shipping.

4.3 Order / Change Process

Order Process

All orders from Steelcase will be communicated via EDI, EDI-to-Fax, SUS, Fax or SupplySync. The normal method to be used and any allowable exceptions will be documented in the Schedule of Product. The Supplier is permitted to accept orders only from properly authorized Steelcase representatives. Invoices for orders taken without a legitimate Steelcase P.O. number will not be paid.

Change Order Process

Definition of a P.O. Change:
Any modification made to a Purchase Order which alters the original instructions in any way.

Timing of a Change:
P.O. changes to supplier from Steelcase will be sent automatically (without supplier approval), until the lead-time or label print date has been reached, whichever is greater. If the change request is inside the lead-time or label print, the supplier will be contacted for approval prior to receiving the change.

Communication of a Change:
A Purchase Order will be generated indicating just the net changes made to the original P.O, prior to the label print or lead-time constraints being reached. A case mail mini form will be used to communicate changes made when inside supplier lead-time or label print date. A phone call will also
be placed. Approval or disapproval must be communicated back to the requester within 2 hours of receiving the change notice. If approved, the P.O change will be made and sent to the supplier.

Who will make the Change?:
Steelcase Order Fulfill personnel are the only Steelcase personnel who will be communicating these changes.

Note: Do not make schedule changes without contact from Steelcase Personnel.

4.4  Plant Shut-downs

Steelcase requires a list of all dates for the entire year that supplier facilities will be shut down. This list must be inclusive of all planned shut-down days, for any reason. A written plan must be submitted to Steelcase before First Order Entry and on the 1st of every January thereafter, detailing how each supplier will service orders during the shutdown. (A move-up schedule will need to be developed.)

Steelcase Scheduling will require a written notice from all suppliers at least two months in advance of any planned shutdowns not listed on the master shutdown list. Steelcase Sourcing will send a copy of the Steelcase holiday and shipping schedules for the following calendar year to each supplier by the first day of October. If the supplier shut down schedule changes, a copy of the new schedule must be sent to the product Planner at Steelcase.

4.5  Restricted Schedule Requests

If a Steelcase Sales Service has a need to add product into a closed schedule (four weeks before shipment), they are required to make an e-mail request to the Planner. Steelcase Order Fulfill personnel are responsible for contacting the supplier with the order information to obtain approval to add product to the closed schedule. Steelcase has a 4-hour turnaround commitment to Sales Services to allow them to meet their turnaround commitment to the customer. Therefore, the supplier will be asked to turn around the request in 2 hours.

If it is not possible to provide the product in the requested ship schedule, the supplier will respond with the best available ship date. Under no circumstances should orders be added to closed schedules without going through this process.

Suppliers finding orders added without previous notification and approval must notify the Planner immediately.

4.6  Systems Paper Test

The Systems Paper Test will ideally occur during the New Product Development Process as part of a Pilot Run. However, if the final order process is not in place, or a Pilot Run is not specified, a Dummy Order will be sent to the supplier and should be processed through the normal order system, including the following:

• Order acknowledgement
• Order Change acknowledgement
• Label print
• Shipping notification

The supplier should also take this opportunity to assure that internal systems are in place for shop orders, routings, etc.

4.7 Return Goods Authorization (RGA) Process

If there is a need to return product to the supplier, the Steelcase Planner or designate will contact the supplier’s order fulfillment representative for an RGA number. This number is used to track the product return, and may also be used for invoicing purposes.

4.8 Mock-Up Process (Finished Goods)

A mock-up is product that is ordered by a dealer or Steelcase area office for an account or design firm as a closing tool or key sales tactic for future projects.

A mock-up is an opportunity for Steelcase, with our supplier, to differentiate ourselves from our competition. It is a way to secure additional business for both of us by performing to a customer’s request quickly and accurately. Because of the criticality of office furniture industry bid timelines, Mock-Ups will frequently be requested for product to be manufactured in less than standard lead times.

Mock-up Requirements of our Suppliers

• Answers regarding mock-up requests are due back to steelcase within 2 hours of request
• Supporting our mock-up process by carrying inventory of certain items as needed with no extra charge to Steelcase
• Designate personnel to expedite mock-up orders
• Inspect 100% of all mock-ups before ship (see Priority Inspection Process)
• Inspections should include all items on the Mock-up inspection check list
• Print/copy shipping labels on “rocket red” paper provided by Steelcase
• Providing evidence of a documented internal process for the manufacture and control of mock-ups throughout the supplier’s facility
• Both the checklist and the mock up shipping label should be signed by the inspector
SECTION 5: SUPPLY CHAIN MANAGEMENT

5.1 Crisis Management Plan

Steelcase requires that a Crisis Management Plan be drafted by suppliers to ensure that contingency plans are in place to manage possible disruptions in providing product to the customer.

The contingencies covered by the Crisis Management Plan should include, but not be limited to:

- Activities, alternate arrangements, and time lines planned to recover from accidents or acts of God that impact the supplier's ability to meet customer orders.
- Subjects to be covered include but are not limited to facilities, staff, and information systems.
- Redundant tooling plans and rapid tool build and qualification time frame.
- Description of plans to protect Steelcase owned assets.
- Description of plans to protect Supplier owned, Steelcase specific inventory or other assets.

Crisis Management Plan (EXAMPLE):

In the event of (President’s / CEO’s) demise, (replacement) will be named the operations manager. (Other company principals) will set strategic directions and will determine if any staffing changes or additions will be required.

Duplicate tooling is maintained at (alternate facilities).

Computer back up records for all sourced (tier 2) purchase materials and the manufacturing process sheets and control plans are kept at (alternate facilities).

Timeframe required for actions to activate alternative manufacturing arrangements are:
CRISIS MANAGEMENT PLAN CHECKLIST

As a supplier to Steelcase, we believe it is of critical importance for you to have an established and current crisis management plan that the leaders of your organization can put into action in a time of need. We view a robust crisis management plan as the foundation of supply continuity that will enable us to continue to meet the demands of our customers. Should a crisis management plan need to be put into action, the safety and wellbeing of your employees is of the utmost importance. A well defined crisis management plan will position your company to provide the best possible outcome for your employees. Once employees have been provided for, an assessment of the situation and plan for getting back to production are the next steps. While there are many facets to a crisis management plan, there are two questions that need to be answered related to our supply continuity:

1) In a time of crisis, what steps will be taken to get back to full capacity and fulfillment of our part demands?
2) What timeframe will be needed to return to full capacity?

EXPECTATIONS

Recovery plans should detail how your organization will be able to recover in 72 hours or less, outside of the need to rebuild tooling and equipment.

Have a heightened sense of urgency, assume that the problem is worse than known, and act accordingly. Think of response times in minutes/hours, not days/weeks.

Be willing to share bad news. Delaying communication can limit the options of those who will be impacted. Transparency is key to effective communication.

Have a robust crisis management plan in place that provides options.

Have a well defined process for executing recovery options effectively and timely.

CRISIS MANAGEMENT PLAN CHECKLIST

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<tr>
<th>Natural Disaster</th>
<th>Strike / Labor Stoppage</th>
<th>Civil Unrest</th>
<th>Fire</th>
<th>IT / Systems Failure</th>
<th>Facility Failure</th>
<th>Terrorism</th>
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There are many resources available that provide guidance on how to develop and implement a business continuity plan and crisis management plan, including detailed information put out by the government.

www.ready.gov


More Information

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www.ready.gov


TERMINOLOGY

Initial Response

Assessment

Recovery

AREA THAT SHOULD BE ADDRESSED

Team

Communication

IT

Equipment

Tooling

Partners

Who are the members of the crisis management team? What are their roles and responsibilities in the event the crisis management plan needs to be put into action? Is there an “officer on deck” with the authority to make decisions?

How will it be communicated that your company has experienced an incident that will require the activation of the crisis management plan? Will communication efforts be distributed across different functions in the corporation, or handled centrally? Are there alternate plans if traditional communication is disrupted?

Describe the steps taken to protect and back-up the critical records stored on your information technology system. Is the back-up system on-site or off-site? Consideration should be given to day-to-day transactions, drawings and other record retention.

Describe how critical equipment needed for the production of our parts will be replaced. Does duplicate equipment exist in other areas of your organization? What timing is needed to acquire replacement equipment?

Describe how tooling specific for the production of our parts will be replaced. Does duplicate tooling (if not Steelcase owned) exist in other areas of your organization? What timing is needed to build replacement tooling? Do the tool shops you work with have capacity to handle all tooling or will it have to be outsourced?

Are outside partners with the same production capabilities necessary for your crisis plan to be successful? Have they been identified and are agreements in place where they will support you should a crisis occur?
5.2 Financial Assessment Process

Steelcase requires accountant prepared financial statements for purposes of conducting supplier financial assessments. Summary statistics and financial ratios preclude the development of sufficient insight into financial results, which is a prerequisite to achieving a valid financial assessment.

Financial statements will be kept confidential by the Steelcase Corporate Credit Team, effectively creating a firewall between them and the Procurement function. The Credit Team has a long history of evaluating the financial conditions of Steelcase dealer partners and they understand the differences in certain business models. They will perform a financial assessment (often consulting with the supplier’s Finance leader) and generate a rating which will be given to the Steelcase procurement team for use in the Supplier Scorecard. None of the supplier’s financial data will be passed to Steelcase Procurement.

To facilitate Steelcase’s financial assessment please electronically send financial statements to: statement.drop@steelcase.com. This is a secure email box accessible only by members of the Steelcase Corporate Credit Team. Upon receipt of the financial statement one of the members of the Steelcase Credit Team will perform the financial assessment.

5.3 Master Purchasing Agreement (MPA)

The Master Purchase Agreement (MPA) is an evergreen agreement that documents Nonconforming products

- Confidentiality
- Warranty
- Indemnity
- Termination of our contracts
- Subcontracting or transfer of work
- Compliance with legal and regulatory requirements
- Independent parties

5.4 Schedule of Product (SOP)

The Schedule of Product (SOP) is a contractual document defining product / project specific terms and conditions. The SOP works in conjunction with the Master Purchasing Agreement, but holds a higher degree of detail.

The SOP takes precedence over the MPA and can supersede any contradictory terms stated in the MPA. The hierarchy of purchasing documents is outlined in the Master Purchase Agreement.

With the SOP, we strive to define mutual roles, responsibilities and expectations aimed at providing a solid foundation for a successful long-term relationship.

- Defining liability, warranty, indemnity, and damages related to failure to perform per the contractual obligations;
- Defining the required insurance coverage;
- Defining the process for terminating the Agreements made between us and the supplier;
- Defining applicable law and dispute resolution should there be a dispute;
• Clearly defining the scope of the work/price contracted for;
• Define Steelcase’s and the supplier’s intellectual property interests and avoid claims of infringement;

Maintenance/revision of the SOP document is the responsibility of Steelcase.

Although the MPA and SOP/SOW are the most common contracts with suppliers, many supplier relationships include various other contracts such as, but not limited to:

• Nondisclosure Agreements
• Master Tooling Agreements
• Intellectual Property Agreements
• Consulting Agreements
• Professional Service Agreements,
• And many more

5.5 Supplier Certificates of Insurance

Steelcase utilizes a third-party company, (myCOI) to track and verify supplier’s insurance coverage, so that the supplier does not have to spend time requesting, collecting or delivering a certificate of insurance (COI) to Steelcase. When Steelcase and Supplier enter into a Schedule agreement, Supplier will receive an email requesting registration from certificate.request@myCOIsolution.com. Supplier must follow the instructions contained in the email and complete the online registration. Upon completion of registration, myCOI will request proof of insurance directly from the supplier’s insurance agent(s). Once a compliant COI is received by myCOI any future insurance correspondence will be between myCOI and supplier’s insurance agent(s). As agreed upon, Supplier will keep a compliant and up to date certificate of insurance (COI) and will notify Steelcase of any change including expiration or cancellation. Override approvals are provided by Steelcase Risk Manager when appropriate to the relationship.
5.6 Supplier Technology Requirements

5.6.1 Electronic Business Transactions

Each Supplier will communicate with Steelcase via the required electronic transactions based on the business requirements.

Electronic Transaction Exchange Methods:

- XML (eXtensible Markup Language) w/ Steelcase schemas
- EDI (Electronic Data Exchange) w/ Steelcase ANSI standards
- SUS (Supplier Self Service) application in SupplySync

5.6.2 SupplySync

SupplySync is a secure web site that connects Steelcase with its suppliers to provide the following:

- Exchange of business transactions (purchase order, ASN, invoice, etc.). See the Electronic Business Transactions section below for more information.
- Accessing demand& inventory information.
- Accessing invoice status, check information, open payables and invoice reconciliation reports.
- Retrieving engineering release information including drawings and revision history status.
- Accessing business process documentation and collaborating with Steelcase personnel.
- Reporting on the status of past due orders.
- Labels

As part of the launch process (or at some point in the future) your company may be asked to participate in SupplySync. To get access, your company will work with the SupplySync Enablement team who will establish a rollout timeline and walk you through the necessary steps to get your company enabled and trained. There is also post go-live support via phone or email to answer questions you may have or assist with any technical issues.

If you have questions about SupplySync, please email synchelp@steelcase.com.

5.6.3 Transaction Timing

Below are the expectations Steelcase has regarding timing of each transaction.

- Purchase Orders and Change Orders - These transactions will be sent as they are created throughout the day on normal Steelcase workdays.
- Audit(XML) – An audit should be performed to validate transactions.
- Order Acknowledgments and Order Change Acknowledgments - These transactions can be sent as often as the Supplier wishes, throughout the day, with a minimum being daily. Steelcase requires acknowledgment of each Purchase Order and Purchase Order Change within 24 hours of sending the transaction to the Supplier.
- Electronic shipping labels - Shipping Labels for Direct Materials are created in SupplySync via the Transportation Planning tab. Finished Goods Labels are available on SupplySync based on supplier specific timing.
- Shipping/Billing Notification - The Advanced Ship Notice must be sent 24 prior to shipment.
- Invoices – These transactions should be transmitted in a timely manner.
5.7 Invoicing and Accounts Payable

5.7.1 No Purchase Order, No Pay Rule
Steelcase Global Policy for supplier invoice processing is “no PO, no payment”. All invoices for goods (direct, VFG, or indirect) and services from suppliers must reference a valid purchase order number to be processed for payment.

Invoices for goods or services without a validate PO and PO line number will automatically be rejected and therefore will not be paid.

5.7.2 Goods Receipt Verification
Steelcase has a three-way match requirement for processing supplier invoices for payment. This process requires the matching of the invoice to a purchase order and a goods receipt verification.

5.7.3 Credit Memo
Please provide any credit memo manually via the email address below. Also, please reference the PO and PO line number.

5.7.4 Submission
Electronic submission is required for all suppliers via the same method they are receiving their purchase orders, i.e. SupplySync SUS, EDI and XML.

Manual email submission is accepted for those suppliers not currently set up for electronic transactions. Suppliers set up on electronic submission should not submit any invoices manually unless requested by Accounts Payable for a specific situation.

All credit memo submission should be done via the manual method.

Manual Submission: supplier-invoice@steelcase.com

Accounts Payable Support Desk: apcs@steelcase.com

5.7.5 Payment
Steelcase provides payment electronically. (ACH/EFT/Wire)

5.7.5.1 Invoicing Requirements
- Only 1 PO per invoice.
- Clearly include PO number, part number, PO line item number, quantity, unit of measure, unit price/extended price, sub-total of all taxable items (if applicable), and invoice total.
- Invoices that are sent electronically must not be sent via the mail or email, unless requested by Accounts Payable.
5.8 Supplier Performance Measurement

5.8.1 Supplier Scorecard

As a method of tracking supplier performance, Steelcase may produce a monthly supplier scorecard. If a supplier is chosen to receive the scorecard, a Steelcase Supply Chain Leader will provide the supplier with an introduction session and explain how the scoring works and what the specific expectations are as a result of the score. To be chosen to receive the monthly scorecard, a supplier must be under full contract with Steelcase. The decision to include a supplier in the monthly scorecard program is based on annual spend and product criticality. This is a balanced scorecard based on transactional activity and perception scores in several key business areas. Steelcase measures supplier performance to agreed upon specifications per supplier acceptance of Steelcase purchase orders as well as actual on-time shipment, Quality issues and perception factors such as capacity and response time.

The make-up of the scorecard may change from year to year and the scoring matrix will be included with each monthly publication of the scorecard.

5.8.2 Daily Performance

Finished Goods suppliers are responsible to communicate daily production information. This includes:

- Previous days order shipments
- Previous days total orders due
- Anticipated shortages

Daily submission of the Proactive Shortage Report is required regardless of whether there are shorts or not. Indication that the form is intentionally left blank should be included.

A Steelcase Finished Goods Planner will provide the templates for the Past Due Order Report and the Proactive Shortage Report.

5.9 Supplier Business Reviews

Key suppliers may be chosen to participate in a periodic (monthly or quarterly) business review, the purpose of which is relay information regarding upcoming business trend as well as cover supplier performance over the previous period.

The Supplier Business Review agenda may include:

- General Steelcase Business Update
- Supplier Sales Recap
- Supplier Report Card / Performance Review
- Quality DPPM & Improvement Project Review
- Capacity Management / S&OP Bucket Review
- Cost Management
- Engineering / PDL Issues
- Contract Review
- Open Item Review/Updates & Closure
- Other Issues as Required
5.10 Global Compliance and Sustainability Requirements

Steelcase requires the continual support of its supply chain to achieve greater transparency and document compliance of its products to global regulations, conformance to product sustainability certifications, to facilitate sustainable design, material efficiency, and circular economy business model development.

Suppliers to Steelcase are expected to meet compliance requirements and sustainability objectives for the materials, products, and processes involved with designing and manufacturing Steelcase products. Attainment of these compliance requirements and sustainability objectives can be documented through the following three activities described in detail in the numbered section below:

(1) providing data regarding materials and processes;
(2) demonstrating compliance or conformance;
(3) supporting research and innovation.

Why does Steelcase need this information?

Drivers for detailed information regarding materials, products, and processes from suppliers include chemical regulations pertaining to the material composition of Steelcase products (all brands and subsidiaries globally) and the manufacture and sale of these products. Applicability of the regulatory drivers may depend upon the locations in which the materials/products are sourced and sold. In addition to regulatory drivers, Steelcase and its customers may have sustainability aspirations for products including region-specific or global certifications.

For example, from a regulatory perspective, materials purchased from suppliers in the U.S. may go into Steelcase products that are ultimately sold in China, and in Europe, triggering a wide variety of regulatory compliance requirements ranging from transportation and import / export requirements to chemical content regulations. The chemical regulations include (but are not limited to): Conflict Minerals reporting, California Proposition 65, California Safer Consumer Products Act, California “CARB” Rules for Composite Wood (formaldehyde emissions), Flame Retardant (FR) regulations, US Toxic Substances Control Act (TSCA), TSCA Title VI on Formaldehyde, and Toxic Release Inventory (TRI), REACH, RoHS and WEEE in EMEA, plus other chemical regulations in EMEA and APAC regions.

From a “sustainability market expectations” perspective, customer demands vary considerably and may be triggered by “green” or “healthy” building programs and many other factors. Steelcase prides itself on its commitment to sustainability and often pursues highly-regarded product sustainability certifications which, in turn, require detailed information from suppliers. These product sustainability certifications/market demands include (but are not limited to) life cycle assessments and environmental product declarations as well as certifications such as BIFMA level, FEMB level, Cradle to Cradle, NF Environment, Blue Angel, and Green Tick. Certification desires are not limited to products but also include processes. One example is the ISO 14001 certification to demonstrate conformance to environmental management systems.
1) What types of data does Steelcase require from suppliers regarding materials, products, and processes?

Broadly, Steelcase may request the following types of data regarding the materials and processes used to manufacture its products, depending on product type and region:

Material-specific data: Material-specific data needed from suppliers would include the materials and chemical composition of all parts incorporated into products and to process/fabricate these products. Types of data sources include (but are not limited to): Safety Data Sheets, Product Data Sheets / Technical Data Sheets, full material disclosures, declarations, mill certificates, analytical test reports, certificates of analysis, recycled content, types of processes performed on material (including type of wastes and emissions generated and tracked through the Environmental Management System); and engineering and material specifications.

Product-specific data (typically for suppliers of finished goods): Examples of product-specific data needed from suppliers would include the material-specific data listed above for individual components, in addition to bills of materials (lists of parts) and engineering drawings; manufacturing locations.

Process-specific data including supply chain data: Examples of process-specific data needed from suppliers may include packaging and labeling information; transportation modes and distances to/from upstream suppliers; finishing process information including surface areas of finished parts; manufacturing energy and water use and waste, recycling, and VOC emissions; material (process) efficiency; responsible sourcing declarations including identification of upstream smelters.

(2) How does Steelcase ask suppliers to demonstrate compliance or conformance?

As part of pursuing product sustainability certifications, market expectations and to demonstrate conformance with applicable environmental management systems and social accountability standards, suppliers are expected to allow access to their operations and evidence of compliance/conformance, when requested, to assessors representing Steelcase. For example, suppliers are expected to sign the Steelcase Supplier Code of Conduct and cascade expectations down their supply chain. Suppliers of finished goods are expected to show their manufacturing process and identify materials used in the process when a sustainability objectives/goals are being pursued for the products they make for Steelcase. Suppliers are also sometimes asked to provide documentation of compliance with environmental regulatory requirements and conformance to ISO 14001 environmental management systems.

(3) How might a supplier support sustainability goals for Steelcase through research and innovation?

Suppliers may be asked to engage with representatives from the Steelcase Procurement, Sustainability and Materials Innovation & Exploration departments to explore new and alternative materials, or processes, and business models to improve product sustainability. Designing for Circularity is translated into our product development process guided by three pillars:

- **Ensure Material Health** - avoiding and eliminating substances of concern that are still not regulated, as well as investigating the composition of our products.
· **Optimize Life Cycle Impacts** – using life cycle assessments to identify the biggest environmental impacts throughout the entire lifecycle of our products; guiding and prioritizing improvements.

· **Design for End-of-Use Strategies** – preserving the greatest value of our products and materials, designing for adaptable products & components, next generation lives (creation of new value chains), and selecting materials that have responsible end of life, such as reuse and recycle opportunities.

In case of any doubts please refer to your contact in the Steelcase Supply Chain group, who will bring the appropriate subject matter expert for the topic, when needed.
SECTION 6: DISTRIBUTION AND LOGISTICS

Whenever suppliers have agreed to arrange and pay freight charges, please perform the PO as accepted with the appropriate shipping documentation (packing lists, product labels and bills of lading).

6.1 For SAP Purchase Orders

Whenever Steelcase has agreed to arrange and pay the freight charges and we are issuing SAP purchase orders this is our process. The day before pick up around 3pm, the supplier will receive a shipment notification (ship notice). This notification will include the assigned carrier SCAC number, carrier name, Freight Order #, Pickup date, destination address, list of POs to be picked up, total weight and pallet quantity to be picked up. If for some reason you do not receive a ship notice please contact Steelcase Logistics, inb-logistics@steelcase.com as soon as possible.

The supplier is required to supply and maintain valid email addresses of the people responsible for managing the shipping docks. These people will be the ones receiving the ship notices.

- If the supplier is on SupplySync, in order for communication to be sent to the correct people it is important to have contact information current and accurate in SupplySync. There is a “Distribution/Logistics” functional contact type in SupplySync that needs to have a valid contact associated to it. The email associated to this type needs to be someone at the supplier who should receive the ship notices and will use them to ensure the POs are ready to be picked up on the date specified. For information on how to enter contact information in SupplySync, reference the SupplySync Support Guide on Village.

- If the supplier is not on SupplySync the supplier can communicate the contact information to Steelcase Logistics. Name, phone number and email addresses are required.

The supplier is responsible to ship per the ship notice. Shipping material early or late is not acceptable as transportation is arranged based on the POs ship date (unless the supplier is a finished good supplier that is approved to ship MAD+ by their SCL, in which case they can ship early). If the PO ship date needs to change please notify the material planner as soon as possible, see Expedite Purchase Order process in section 6.2 for direct materials and MRO. Vended finished goods suppliers refer to the expedite process in section 6.3. The material planner’s contact information is on the PO. The material planner is responsible for updating the PO with the correct ship date. Never ship without a matching Steelcase PO. Material planners and suppliers work to provide materials to the plant per customer demands. Requests are escalated to resolve as efficiently and quickly as possible.

The PO ship date is determined based on the slowest mode of transportation from the supplier to the plant. SAP determines the ship date by subtracting the number of business days from the delivery date. If the ship date is a day the supplier is not working, the supplier must contact Steelcase Logistics inb-logistics@steelcase.com.

The supplier is to have the material ready for pickup prior to or the start of the morning of the POs ship date. We schedule pickups based on the product being ready at the start of business hours that we have on file for the suppliers. It must be packed to mode. For LTL shipments, the material must be packed on a skid. For FedEx ground shipments, the material cannot be shipped on a skid.

For drop ship orders (orders shipping directly to our customers), orders that are shipping to our Amex warehouse, or 3500 POs that are cut for testing/by corporate, the supplier must submit a transportation request form at least 48 hours prior to when the material needs to be picked up to
inb-logistics@steelcase.com. This is for all orders that are over 150LBS. For items that are under 150 LBs and not skidded, these can be sent FedEx Ground and do not need to be submitted to us.

Accurate part pack data is critical to successfully plan the lowest cost transportation. It is the responsibility of the supplier to provide and maintain accurate part pack data. It is the responsibility of Steelcase Logistics to provide the supplier with manageable ways to identify part pack data issues.

There are three ways in which Steelcase helps communicates part pack data.

- Prior to being ordered, new materials will be sent to the distribution/logistics contacts requesting the part pack data information.
- Two days prior to pick up an email will be sent by the distribution/logistics contacts asking to verify POs and part pack information.
- The day before ship the ship notice will be sent to the distribution/logistics contacts. The ship notices have the calculated total weight and pallet count. If either are incorrect the supplier is to respond with the correct part pack data.

It is the responsibility of the supplier to respond to each of the above communications in a timely manner with the correct part pack data information.

6.1.1 Modes/Types of Transportation

FedEx Ground and FedEx Express shipments

- The supplier is responsible for arranging pickup for all FedEx Ground and Express Air shipments. The ship notice received the day before will tell the supplier the service level to use.
- The supplier must use FedEx.com via the Steelcase FedEx Ship manager to arrange pickup. To get a Steelcase FedEx login ID request one by email @ inb-logistics@steelcase.com.
- The Steelcase Freight Order # must be placed in the Freight Order Number field when arranging pickup. The Freight Order # will be on the ship notice received the day before pickup.
- Print and use the air bill or label from FedEx.com ship admin portal. It will have all the information needed for proper billing and routing.
- FedEx ground shipments cannot be packed on a pallet. If your material needs to be packed on a pallet and the ship notice instructs you to ship FedEx ground, email inb-logistics@steelcase.com to change the mode.
- FedEx express shipments can be parcel (boxed) or palletized. If the material needs to be palletized the service level must be FedEx 1 Day or 2 day. The service level will be indicated on ship notice. If the shipment is palletized and the service level on the ship notice does not indicate FedEx 1 Day or FedEx 2 day, please email inb-logistics@steelcase.com.

FedEx Freight shipments

- FedEx Freight is an LTL carrier. All LTL pickups will be arranged by Steelcase logistics.
- The supplier is responsible for the BOL. The FedEx Uniform Straight Bill of Lading should be used and can be found online.
  - Place the freight order number in the Shipper # field.
  - Always mark the bill FedEx Freight Priority
  - The Consignee Address is the address found on the ship notice next to “Load 1”.
  - Never populate custom delivery window section.
  - Mark Collect if product is going to Steelcase location, and Third Party if product is shipping to non-Steelcase location.
  - Place PO Box 1967, Grand Rapids, MI 49501 in the “Bill Freight Charges To” section.
**Common Carrier shipments**

- Steelcase contracts pickups with many different FTL common carriers. The ship notice will provide the supplier the common carrier’s SCAC code and their name. If the supplier is responsible for creating an ASN, the carrier’s SCAC code will need to be placed in the ASN field.
- The supplier is responsible for the BOL. The BOL is to include the carrier name and the Steelcase Freight Order #.

Example of an email notification:

<table>
<thead>
<tr>
<th>Freight Order Number</th>
<th>Pickup Date</th>
<th>Pickup Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>7000003346</td>
<td>12/18/2015</td>
<td>08:00:00</td>
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**CITC-S/C LOCAL - G.R. CITY FLEET**

<table>
<thead>
<tr>
<th>Load</th>
<th>(Steelcase Inbound Service Center) 13.06 Pallets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant 1010 - Kentwood ISC</td>
<td></td>
</tr>
<tr>
<td>4506362349</td>
<td>821411111-7238</td>
</tr>
<tr>
<td>4506362304</td>
<td>821411111-4242</td>
</tr>
</tbody>
</table>

Please use the PO list below to copy and paste in the Supply-Sync ASN:

- Plant 1010 - Kentwood ISC
- 4506362349
- 4506362304

There are 4 key pieces of information within the pre-pick-up notification email:

- a) The pick-up date and time is the estimated time the carrier will arrive to pick up the material.
- b) The carrier section will display the SCAC code and name of the carrier picking up the material.
- c) If there are multiple POs with different destination locations, the email will provide the sequence in which the POs need to be loaded on the trailer. This will help with the deliveries of the material to the different locations. In the above example, there is only one stop (Load 1). If there were additional destinations, there would be a section below titled “Load 2”. Load the material in order starting with loading “Load 1” first, “Load 2” second, etc.
- d) The pallet quantity section is determined based on the part pack data provided by the supplier. If discrepancies are found with the pallet quantity, it is the responsibility of the supplier to send the correct part pack data to Steelcase Logistics team inb-logistics@steelcase.com.
6.2 Expedite Purchase Order Shipments (Direct Materials & MRO)

The expedite process requires both parties adhere to a standard process in tight time frames. Please ship per the revised PO and notification email you receive and answer the material planner’s questions.

The process to follow when a PO’s pickup date and/or delivery date needs to change:

- If the supplier needs to change the pickup date
  - The supplier is to call/email the material planner and request the change.
  - If the material planner agrees then he or she updates the PO.
- The material planner will likely request a pallet or box count and a weight from the supplier at this time.
  - The material planner contacts the inbound logistics team who will determine the best mode of transportation and email you the notification email.
- If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  - The supplier is to ship per the revised PO and notification email.
- If this is a FedEx ground or express air shipment the supplier will schedule the pickup with their FedEx process.

- If the material planner needs to expedite a PO.
  - The material planner is to contact the supplier and ask for the best date and shipment detail (weight, pallet count or box count, dimensions).
  - If the supplier agrees, then the material planner is to update the PO with the agreed upon dates and follow their process.
  - Someone from the inbound logistics team will determine the best mode of transportation and email you the notification email.
  - If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  - The supplier is to ship per the revised PO and notification email.
  - If this is a FedEx ground or express air shipment the supplier will schedule the pickup with their FedEx process.

6.3 Expedite Vended Finished Goods Purchase Order Shipments

The expedite process requires both parties adhere to a standard process in tight time frames. Please ship per the revised PO and notification email you receive and answer the material planner’s questions.

The process to follow when exceptions to your standard shipping schedule are needed:

- If the supplier needs to add/cancel/change a regularly scheduled pickup
  - The supplier is to email inb-logistics@steelcase.com with the below information 24-48 hours in advance when possible. Requests for same day changes will not be processed after 1pm for first shift operations.
    - Supplier name (and location if multiple)
    - Requested time of additional/canceled pickup
    - If time change, what is original time, what is the desired time?
    - Include FO # if available
A logistics planner will respond confirming change, and providing FO # and carrier for any additional shipments.

- If supplier needs to expedite/change shipment mode
  - The supplier is to email inb-logistics@steelcase.com and their VFG event manager to inform them that an exception to standard shipment schedule is needed
  - The supplier should submit the Transportation Request form to inb-logistics@steelcase.com with the necessary information.
  - The logistics planner will provide shipping instructions on whether the product will need to be expedited and what method of transportation to use, whether it will go direct to a customer, or whether it will go on standard transit to the original destination.
  - If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  - The supplier is to ship per the notification email.

- If Steelcase needs to expedite/change a schedule pickup, the Steelcase event manager needs to change the MAD date on a PO by following the change order process. This includes submitting a Sharepoint Freight Move Request form to the inbound logistics team who will tell the supplier how to ship the freight.
  - If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  - The supplier is to ship per the notification email.

- Drop Shipments:
  - If the shipment is less than 150 LBS, it can be sent FedEx parcel with the appropriate service level without being submitted to Steelcase Logistics. Do Not Use FedEx First Overnight. FedEx Ground, Standard Overnight, and Priority overnight are approved. FedEx Standard Overnight is to be used if the product is needed next day but a time is not specified. FedEx Priority is to be used if the product is needed by 10:30AM.
  - For shipments over 150 LBS, the supplier must submit the transportation request form via email to inb-logistics@steelcase.com 48 hours prior to pick up for the transportation team to process.
  - This includes shipments that were originally cut to ship direct and shipments where the Steelcase Event Planner has changed the destination address.
  - The logistics planner will provide shipping instructions on whether the product will need to be expedited and what method of transportation to use.
  - If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  - The supplier is to ship per the notification email.
• MAD Changes:
  o If a Steelcase event manager needs to change the MAD date on a PO, they must submit a Sharepoint Freight Move Request form to the inbound logistics team who will dictate to the supplier how to ship the freight.
  o If the pickup is the same day as the request you will receive the email as soon as the PO has been planned for pickup. If the pickup is in the future, you will receive the notification email the day before around 3pm.
  o The supplier is to ship per the notification email.

6.4 For Non-SAP Purchase Orders (for example, Steelcase Amex Syteline PO’s)
Whenever Steelcase has agreed to arrange and pay freight charges and we are issuing Non-SAP purchase orders, this is the process. This is also the process to make special requests for Steelcase to arrange and pay freight charges for a PO. The supplier is to submit a transportation request form at least 48 hours prior to the material being ready for pickup to the logistics group at inb-logistics@steelcase.com. Once the logistics team has processed your request, you will be receiving confirmation via email with the freight order number and carrier info. At the very latest you will receive this notice by 3PM the day prior to shipping. Note, if you have not received this by 3PM or need to make changes to your original request, please email inb-logistics@steelcase.com.

The supplier is responsible to ship per the ship notice. Shipping material early or late is not acceptable as transportation is arranged based on the ship date you provided. If the ship date needs to change, please notify the logistics team as soon as possible. Late changes to a pickup request are costly so please notify the logistics team of any changes as soon as possible.

The ship date submitted is the day the pickup will be planned. If the delivery date submitted will cause an expedited mode, the logistics team will contact the requestor asking to confirm the additional cost is required.

The supplier is to have the material ready for pickup prior to or by the start of the morning of the ship date. It must be packed to mode. For LTL shipments, the material must be packed on a skid. For FedEx ground shipments, the material cannot be shipped on a skid.

Accurate pallet count and weight is critical to successfully plan the lowest cost transportation.

6.4.1 Modes / Types of Transportation
FedEx Ground and FedEx Express shipments
• If your shipment is less than 150 LBs per package, and is not skidded, it can be shipped FedEx ground. FedEx ground shipments do NOT require a transportation request form to be submitted to the logistics team.
• The supplier is responsible for arranging pickup for all FedEx Ground and Express Air shipments. The ship notice received the day before will tell the supplier the service level to use.
• The supplier must use FedEx.com via the Steelcase FedEx Ship manager to arrange pickup. To get a Steelcase FedEx login ID request one by email @ inb-logistics@steelcase.com.
• The Steelcase Freight Order # must be placed in the Freight Order Number field when arranging pickup. The Freight Order # will be on the ship notice received the day before pickup. If shipping ground, use Steelcase purchase order # as you do not need to request transportation through the Steelcase logistics team.
• Print and use the air bill or label from FedEx.com ship admin portal. It will have all the information needed for proper billing and routing.

• LTL shipments must be palletized. If your material is not packed on a pallet and the ship notice instructs you to LTL, email inb-logistics@steelcase.com to change the mode.

• FedEx express shipments can be parcel (boxed) or palletized. If the material needs to be palletized the service level must be FedEx 1 Day or 2 day. The service level will be indicated on ship notice. If the shipment is palletized and the service level on the ship notice does not indicate FedEx 1 Day or FedEx 2 day, please email inb-logistics@steelcase.com.

FedEx Freight shipments

• FedEx Freight is an LTL carrier. All LTL pickups will be arranged by Steelcase logistics.

• The supplier is responsible for the BOL. The FedEx Uniform Straight Bill of Lading should be used and can be found online.

• Place the freight order number in the Shipper # field.

• Always mark the bill FedEx Freight Priority

• The Consignee Address is the address found on the ship notice next to “Load 1”.

• Never populate custom delivery window section.

• Mark Collect if product is going to Steelcase location, and Third Party if product is shipping to non-Steelcase location.

• Place PO Box 1967, Grand Rapids, MI 49501 in the “Bill Freight Charges To” section.

Common Carrier shipments

• Steelcase contracts pickups with many different FTL common carriers. The ship notice will provide the supplier the common carrier’s SCAC code and their name. If the supplier is responsible for creating an ASN the carrier’s SCAC code will need to be placed in the ASN field.

• The supplier is responsible for the BOL. The BOL is to include the carriers name and the Steelcase Freight Order #.

6.6 Returnable Dunnage, how to request more?

• The supplier emails ISC dunnage team with the dunnage request form.

• Please send to: returnables@steelcase.com

• The supplier must complete and send the order form in excel. A picture or PDF will not be accepted.

• The email needs to be sent 36 hours prior to delivery for city fleet deliveries and 72 hours for all other.

• The ISC/Returnables team will only respond back if they are out of something you are requesting.

• Below is an example of the dunnage request form:
6.7  Shipping PO Destinations at Steelcase Inc.

- Product sorting will be determined between supplier and Steelcase distribution.
- Products must be loaded so labels face the rear of the trailer, completely visible by our unloading personnel. Any additional information about the product should be positioned on the same side as the label for handling personnel to view.
- Products must be loaded by the supplier and secured in the trailer to prevent damage. Damages discovered upon arrival at Steelcase will become the responsibility of the supplier. Steelcase will work with the supplier to coordinate replacement of any damaged product.

6.8  Product Labeling & Shipping Documentation Requirements.

All shipments to Steelcase must follow this prescribed process and have proper labeling and documentation for every container, pallet or pack.

The following are the requirements for all shipments to Steelcase North America.

Any supplier caused disruptions (e.g. product not available within a reasonable time of scheduled pickup) may result in a minimum charge to the supplier of $75.00 per hour for every hour departure time is missed rounded up to the next hour after 5 minutes. If the supplier is at fault for Steelcase to incur additional transportation and logistics costs over and above normal charges, such charges may be chargeable to the supplier. This could include, but not limited to, items such as shipment delays, split or incomplete shipments, freight damage caused by the supplier neglect. Specific Quality Management Notifications (QMN) may be written and applicable charges apply.

Packing Slip
All shipments from suppliers must include a packing slip and bill of lading. Packing lists can be attached to the product being shipped. It must be in an easily attainable and retrievable location without need...
for unpacking or opening of product container(s). If you are using Supply sync’s ASN process, you are required to print and use the Packing List and Pack Label offered in the Transportation Planning tool. (See example below)

Required information includes:

* Supplier’s name and address from where shipment originates.
* Steelcase Plant Destination name and address. (Ship TO:)
* Steelcase Plant delivery door number.
* Purchase Order and line item being shipped.
* PO line item quantity being shipped.
* PO Due date.
* Revision level of product.

IF using Advance Shipment Notification process in SupplySync:

(Includes above information plus):

* Delivery Number (human readable and in 3 of 9 barcode format)
* External ID number
* Individual Pack ID number (Human readable and 3 of 9 Barcode format)
* Number of total packs on this shipment (ASN)
* Bill of Lading number
* Trailer number
* Carrier Name
* Plant ID number
* Destination Door Number

Supplier must use SupplySync provided Packing List when submitting ASN.
Product Labeling / Pack Label

All individual containers must contain the following information, unless otherwise noted in the Schedule of Product (SOP) document. The Pack Label must be attached to the ship unit (pack) using an adhesive back pouch. It should be facing outward, towards the opening of the trailer/truck as to facilitate scanning of the Pack Label barcode. If you are using Supply sync’s ASN process, you are required to print and use the Packing List and Pack Label offered in the Transportation Planning tool. (See example below)

- Steelcase material number (part number)
- Revision level
- Purchase Order & line item number
- Steelcase contact name (Purchase Group Contact) with phone number
- Quantity shipped
- Batch number, if applicable
- Shelf Life Expiration Date, if applicable
- Special storage instruction, if applicable
- Shelf life expiration date, if applicable.

Supplier must use SupplySync provided Packing Label when submitting ASN.
Steelcase Finished Goods
Requires precise loading requirements based on specific order conditions.

- The supplier is encouraged to use one skid for all small or miscellaneous orders, or as ASN permits
- In certain instances the supplier will be requested to sort by P.O. number or by regional distribution center.
- All orders must have the pack labels properly attached facing the tail of the trailer
- Labels must be visible and barcode must overhang the end of the box (see photo below)
- Mock up orders are always to be loaded last, at the tail of the trailer, with the label copied/printed on “rocket red” paper (provided by your Steelcase FG Planner) in clear view.
- Trailers must arrive complete and on time (to Steelcase by 8 pm on due date to allow time to unload and scan by 10 pm)
- Special loading requirements will be stated in the Schedule of Product
- Under most circumstances, a Steelcase Finished Goods supplier will be required to sort shipments by P.O. number. Low quantity orders can be combined when required
Bill of Lading

All Inbound shipments must have a uniform straight Bill of Lading. The signed BOL should be given to the driver when the freight is picked up.

Required information includes:

- Clearly identify the Bill of Lading document.
- Type of BOL. (Uniform Straight, Air waybill...etc. ;)
- Consignee and complete address
- Destination door number Shipper complete address
- Document number
- Shipper complete address
- Document number
- Number of packages, descriptions and/or special markings
- Weight and class (rate) of each container with total weight of shipment
- Driver’s legible signature.
- Carrier (consignee) information
- Freight order number, when Steelcase plans inbound freight.
- Bill of Lading document not provided in SupplySync.
**SECTION 7: GLOBAL REQUIREMENTS**

### 7.1 Global Business Standards

Steelcase fully complies with the import and export laws of both the origination and destination countries and other relevant regulatory requirements. Steelcase requires that all suppliers act in accordance with U.S. regulations as well as those of the origination and destination countries.

The Master Purchase Agreement requires the supplier to abide by all local, state and federal laws and regulations in the manufacture, sale and transport of goods sold to Steelcase. The MPA also requires the supplier to agree that it will not engage in any activity in the conduct of its’ business or its relations with its employees, shareholders, suppliers for customers prohibited by the U.S. Foreign Corrupt Practices Act of 1977.

The MPA also requires the supplier to indemnify Steelcase Inc. and hold it harmless from any claims, costs, liabilities, expenses or fines incurred as a result of inaccuracies or omissions in the import/export, other trade regulation or certification or any other relevant requirement.

Supplier represents and agrees that it does, and for the duration of this agreement shall continue to conduct its business and its relationships with its employees, shareholders, suppliers and customers per the applicable laws, regulations, and treaties, including United States laws and regulations as applicable to international treaties, regarding;

- Industrial espionage
- Child labor
- Force labor
- Antitrust
- Environmental, health and safety
- Import/export compliance

### 7.2 Free Trade Agreements

Free Trade Agreement Requirements

To comply with various Free Trade Agreements, Steelcase must obtain information from the manufacturer of the product to satisfy the country of origin requirements.

The Free Trade Agreement most used by Steelcase is NAFTA for trade between the United States, Canada and Mexico. NAFTA requires that Steelcase obtain certificates of origin from all suppliers of components used to produce finished products being sold by Steelcase in those countries. The Steelcase Import Export Customs Compliance department will contact suppliers to complete the necessary paperwork. Suppliers are required to assign the harmonized Tariff Code (HTS) numbers and the country of origin (CO) to all items. Also, the Preference Criteria Code (PCC) must be identified for all NAFTA eligible items. If the supplier flies to provide the above information at the time Steelcase requests it, there may be fees assessed to the supplier for non-conformance.
Any questions regarding U.S. Customs laws and NAFTA can be addressed to the U.S. Department of Commerce, Office of NAFTA and Inter-American Affairs.

WWW.CBP.GOV

7.3 US Federal Government Requirements

BAA – Buy American Act / TAA – Trade Agreements Act
Steelcase does sell product to the United States federal government and is required to prove percent content in our products to meet certain agreements like the BAA and TAA.

Suppliers will be required to tell Steelcase if their products apply for the BAA, TAA or both. The Steelcase GSA Sales Compliance team will contact the supplier with a list of products that needs analysis.
### PPAP REQUIREMENTS CHECKLIST

**Drawing Number:** __________________________

**Part Number(s):** __________________________

**Part Name:** __________________________

**ER #:** __________________________

**Project Name:** __________________________

**PPAP Due Date:** __________________________

**Date PPAP Requested:** __________________________

#### Steelcase Requestor
- **Name:** __________________________
- **Function / Dept:** __________________________
- **Phone:** __________________________
- **Email:** __________________________

#### Manufacturing Location
- **Name:** __________________________
- **Company / Location:** __________________________
- **Phone:** __________________________
- **Email:** __________________________

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<tr>
<th>Requirements</th>
<th>Req</th>
<th>Comments</th>
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<tr>
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<td>ISIR Layout Results</td>
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<td>Start-Up Pack for Textiles</td>
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### CONTROL PLAN

**Date:** 09/01/2018

**Steelcase®**

**Production**

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<tr>
<th>Part Number/Item Change Level</th>
<th>Core Team</th>
<th>Supplier Name/Description</th>
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<td>Joe Namath, Hans Wegner, Tammy Groover</td>
<td>Acme Molding, 555245</td>
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#### Frame - Back, Lower

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<tr>
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<th>Supplier Code</th>
<th>Other Approval Date</th>
<th>Other Approval Date</th>
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<td>Acme Molding</td>
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<td>30</td>
<td>Injection Molding</td>
<td>Press P-3450</td>
<td>2 Drain holes</td>
<td>DI</td>
<td>Not flushed over Visual</td>
<td>100%</td>
<td>100% Operator</td>
<td>Stop production and notify supervisor</td>
</tr>
<tr>
<td>5</td>
<td>Upright angle</td>
<td>DI</td>
<td>109.4</td>
<td>Gage fixture G-2203</td>
<td>Hourly Inspection Sheet</td>
<td>1 hourly</td>
<td>Inspection Sheet</td>
<td>Stop production and notify</td>
</tr>
<tr>
<td>6</td>
<td>Cutoff width</td>
<td>DI</td>
<td>3.95 ± 0.020</td>
<td>Gage fixture G-2203</td>
<td>1 hourly</td>
<td>Inspection Sheet</td>
<td>Stop production and notify</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Perforated Requirement</td>
<td>DI</td>
<td>Per ES-04-02</td>
<td>Load Tester T-3450</td>
<td>Annually</td>
<td>DVP&amp;R</td>
<td>Stop production and notify</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Tongue Height</td>
<td>VC1</td>
<td>1.004 ± 0.005, 0.030</td>
<td>Calipers</td>
<td>5 hourly</td>
<td>Inspection Sheet</td>
<td>Stop production and notify</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Tongue Width</td>
<td>VC1</td>
<td>6.12 ± 0.020, 0.040</td>
<td>Calipers</td>
<td>5 hourly</td>
<td>Inspection Sheet</td>
<td>Stop production and notify</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Mid Boss Distance</td>
<td>VC2</td>
<td>17.060 ± 0.060, 0.260</td>
<td>Gage fixture G-2203</td>
<td>5 hourly</td>
<td>X &amp; R Chart</td>
<td>Notify supervisor</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Mid Boss Distance</td>
<td>VC2</td>
<td>17.060 ± 0.060, 0.260</td>
<td>Gage fixture G-2203</td>
<td>30 Weekly</td>
<td>Capability Report</td>
<td>Notify supervisor</td>
<td></td>
</tr>
</tbody>
</table>

- **Barrel Temp:** 375 ± 25°
- **Dwell Time:** 12 Sec.
- **Screw Speed:** 25 rpm

File name: Control Plan Example.xlsx

Tab: Control Plan

QAP 04.0

Pg. 1 of 1
Notification  200034168
Description  $300.00  Process Fee
Priority  QM  1  Very High
Reported by  JDoan  Notification date  07/19/2008
Start deadline  07/19/2008  End deadline  08/10/2008
Vendor  555555  Fabricators Inc.
Material  8425070-9160  RAIL - ADJUSTABLE

Parts not to print.  Print specifies length to be 25.438 +/- .020 found
Parts running as high as 25.630
Quantity rejected 10,800
P.O.'s being debited;
4502146078 line 1 - 3,000
4502143165 line 2 - 6,000
4502136849 Line 3 - 1,800

Total Qty 10,800
Costs per part 12,000 x $.111 = $1,332.00
Please send Corrective action to sqa@Steelcase.com by 8/2/08

Task  0001

Task  QM- T2 QMT1  14 Day Corrective Action Requirement
Responsible Person
Task text  Corrrective Actions required.
Status  TSRL
Planned start  04/16/2009 17:03:11
Planned end  05/08/2009 17:34:53

*The Corrective Action Response Should Include Answers To The Content
Below. Suppliers May Use This Form Or Equivalent To Reply.*
Origination Date Of The QMN May Be Subject To Additional Fees.

**********************************************************************

*What is the Short-Term Corrective Action Response?_________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________

What Is The Root Cause? (Please Consider Using The Following Methods To Determine Root Cause: 5 Whys, 8D, Pareto, Fishbone Diagram, etc.) __________
____________________________________________________________________________
____________________________________________________________________________

*What Long-Term Permanent Corrective Actions Were Taken To Prevent Recurrence? (Please Consider Effects On 5M’s: Materials, Methods, Manpower Machines and Mother Nature.)
____________________________________________________________________________
____________________________________________________________________________

*What Error Proofing Methods Were Used?______________________________

*What Impact Is There On Similar Products / Processes? ________________
____________________________________________________________________________

*What Quality Documents Are Affected, Need Changing? (i.e. Manufacturing Control Plans, Work Instructions, etc.) Please Attach Revised Documents with Your Response._______________________________________________________

*What Evidence of Effectiveness (measures) have been established? ________
____________________________________________________________________________
____________________________________________________________________________

*How Was Effectiveness Verified? _______________________________________
____________________________________________________________________________

Supplier Representative:______________________________________________

Date Submitted:______________________________________________________

Detail item 0001

Problem QMD2 2251  Laminate/edgebanding/molding

Object part

Text Various defects in sheets

Classification

End of report
Quality Acceptance Standard (QAS) documents, such as this, can be used in conjunction with Engineering Drawings, Engineering Specifications (ES), applicable Masters, training, local work instructions, and in some cases, Assembly Direction sheets, to form the requirements for Steelcase final products.

The engineering drawing is to be considered the final authority on design intent characteristics. During QAS criteria development and review, design intent information, such as dimensional call-outs, gaps, surface classifications, etc. are to be incorporated in the engineering drawing for the product whenever possible.
Long Term Capacity Plan Example