Steelcase

2025 CDP Corporate Questionnaire 2025

Word version

Important: this export excludes unanswered questions
This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.
Read full terms of disclosure

09/17/2025, 03:18 pm

Contents

C1. Introduction

(1.1) In which language are you submitting your response?

☑ English

(1.2) Select the currency used for all financial information disclosed throughout your response.

☑ USD

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

☑ Publicly traded organization

(1.3.3) Description of organization

At Steelcase, we help people do their best work by creating places that work better. Through our community of brands that includes Steelcase®, AMQ®, Coalesse®, Designtex®, HALCON™, Orangebox®, Smith System® and Viccarbe®, we offer a comprehensive portfolio of furniture and interior architectural products and services designed to support all the ways people work in all the places where work happens. Our solutions are inspired by the insights gained from our human-centered research process. We are a global company, headquartered in Grand Rapids, Michigan, U.S.A., with approximately 11,300 employees. We focus on translating our research-based insights into products, applications and experiences that help organizations around the world amplify the performance of their people, teams and enterprises. We help our customers create workplaces that support attraction and retention of talent, employee well-being and engagement, organizational culture and productivity, and other needs of their people, while also optimizing the value of their real estate investments. Our global scale and reach allow us to provide a consistent experience to global customers while offering local differentiation through our local dealer network and tailored solutions. We market our products and services to businesses and organizations primarily through a network of dealers, and we also sell to consumers in markets around the world through web-based and retail distribution channels.

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

(1.4.1) End date of reporting year

02/28/2025

(1.4.2) Alignment of this reporting period with your financial reporting period

☑ Yes

(1.4.3) Indicate if you are providing emissions data for past reporting years

☑ Yes

(1.4.4) Number of past reporting years you will be providing Scope 1 emissions data for

☑ 5 years

(1.4.5) Number of past reporting years you will be providing Scope 2 emissions data for

☑ 5 years

(1.4.6) Number of past reporting years you will be providing Scope 3 emissions data for

☑ Not providing past emissions data for Scope 3

(1.4.1) What is your organization’s annual revenue for the reporting period?

3166000000

(1.5) Provide details on your reporting boundary.

Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
☑ Yes

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Table (1.6)

Category	Does your organization use this unique identifier?	Provide your unique identifier
ISIN code - bond	☑ No	
ISIN code - equity	☑ Yes	8581552036
CUSIP number	☑ No	
Ticker symbol	☑ Yes	SCS
SEDOL code	☑ No	
LEI number	☑ No	
D-U-N-S number	☑ No	
Other unique identifier	☑ No	

(1.7) Select the countries/areas in which you operate.

☑ China
☑ India
☑ Spain
☑ France
☑ Mexico
☑ Czechia
☑ Germany
☑ Malaysia
☑ United States of America
☑ United Kingdom of Great Britain and Northern Ireland

(1.8) Are you able to provide geolocation data for your facilities?

Are you able to provide geolocation data for your facilities?	Comment
☑ Yes, for all facilities	

(1.8.1) Please provide all available geolocation data for your facilities.

Table (1.8.1)

Identifier	Latitude	Longitude
Athens Plant	34.77	-86.98
Caledonia Wood Plant	42.84	-85.56
Smith System Carrollton_Building B	32.95	-96.92
Dongguan Plant	22.86	114.13
Grand Rapids GBC and LINC	42.88	-85.64
Halcon Main Office	43.87	-92.49
Halcon Plant	43.87	-92.49
Halcon Showroom	43.87	-92.49
Halcon Warehouse	43.87	-92.49
Orangebox Hengoed Plant	51.66	-3.25
Kentwood Energy Center	42.87	-85.56
Kentwood Plant	42.87	-85.56
Kentwood RDC	42.87	-85.56
Madrid Plant	40.38	-3.69
Meyer May House	42.95	-85.65
Orangebox Nantgarw Plant	51.57	-3.28
Designtex Portland Plant	43.70	-70.32
Puchong Plant	3.07	101.66
Pune Plant	18.75	73.81
Reynosa Plant	26.03	-98.29
Rosenheim Plant	47.85	12.09
Sarrebourg Plant	48.59	7.68
Stribro Plant	49.70	13.04
Tijuana AMEX Plant	32.53	-116.91
Wallen House	42.95	-85.65

(1.22) Provide details on the commodities that you produce and/or source.

Timber products

(1.22.1) Produced and/or sourced

☑ Sourced

(1.22.2) Commodity value chain stage

☑ Manufacturing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

☑ Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

76997

(1.22.8) Did you convert the total commodity volume from another unit to metric tons?

☑ No

(1.22.11) Form of commodity

☑ Boards, plywood, engineered wood
☑ Sawn timber, veneer, chips

(1.22.12) % of procurement spend

☑ 11-20%

(1.22.13) % of revenue dependent on commodity

☑ 31-40%

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

☑ Yes, disclosing

(1.22.15) Is this commodity considered significant to your business in terms of revenue?

☑ Yes

(1.22.19) Please explain

Timber commodity is one of the primary materials used to produce furniture, represents a significant portion of raw material spend, and plays a vital role in determining the quality, design, and style of furniture products. Therefore, it is considered significant to our business in terms of revenue.

Cattle products

(1.22.1) Produced and/or sourced

☑ Sourced

(1.22.2) Commodity value chain stage

☑ Manufacturing

(1.22.4) Indicate if you are providing the total commodity volume that is produced and/or sourced

☑ Yes, we are providing the total volume

(1.22.5) Total commodity volume (metric tons)

33.4

(1.22.8) Did you convert the total commodity volume from another unit to metric tons?

☑ No

(1.22.11) Form of commodity

☑ Hides/ leather

(1.22.12) % of procurement spend

☑ Less than 1%

(1.22.13) % of revenue dependent on commodity

☑ Less than 1%

(1.22.14) In the questionnaire setup did you indicate that you are disclosing on this commodity?

☑ Yes, disclosing

(1.22.15) Is this commodity considered significant to your business in terms of revenue?

☑ No

(1.22.19) Please explain

Leather is an optional material that is used to produce specific pieces of furniture, such as sofas, chairs, and other upholstered furniture. It does not make up a significant portion of raw material spend.

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

☑ Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

☑ Upstream value chain
☑ Downstream value chain

(1.24.3) Highest supplier tier mapped

☑ Tier 4+ suppliers

(1.24.4) Highest supplier tier known but not mapped

☑ All supplier tiers known have been mapped

(1.24.6) Smallholder inclusion in mapping

☑ Smallholders not relevant, and not included

(1.24.7) Description of mapping process and coverage

We have begun to map our global value chain to inform and improve risk assessment and management efforts. This process includes identification of and coordination with key internal stakeholders and is supported by a newly implemented global supply chain risk assessment software.

(1.24.2) Which commodities has your organization mapped in your upstream value chain (i.e., supply chain)?

Table (1.24.2)

Category	Value chain mapped for this sourced commodity	Highest supplier tier mapped for this sourced commodity	% of tier 1 suppliers mapped	% of tier 2 suppliers mapped	% of tier 3 suppliers mapped	Highest supplier tier known but not mapped for this sourced commodity
Timber products	☑ Yes	☑ Tier 3 suppliers	☑ 100%	☑ 76-99%	☑ 1-25%	☑ Tier 4+ suppliers
Cattle products	☑ Yes	☑ Tier 1 suppliers	☑ 100%			☑ Tier 2 suppliers

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Table (2.1)

Category	From (years)	To (years)	How this time horizon is linked to strategic and/or financial planning	Is your long-term time horizon open ended?
Short-term	0	3	With respect to environmental-related risks and opportunities, we consider zero to three years to be short term. For example, our near-term science-based supplier engagement target ("SBT") is within this time horizon, in alignment with the Science Based Targets initiative's ("SBTi") criteria for near-term targets. At the broader corporate level, the business is managed on a one-year financial plan overseen by the Steelcase Inc. Board of Directors (the "Board"), with high-level financial targets and metrics modeled over three years. We refresh the business strategy every three years, or as needed, based on extenuating circumstances. This figure is not an explicit company policy or codified internally.	
Medium-term	3	10	With respect to environmental-related risks and opportunities, we consider three to ten years to be medium term. For example, our near-term science-based targets are within this time horizon, in alignment with the Science Based Targets initiative's criteria for near-term targets. At the broader corporate level, this time horizon as defined here may more typically be considered long term. This figure is not an explicit company policy or codified internally.	
Long-term	10		With respect to environmental-related risks and opportunities, we consider ten years or more to be long term. For example, our science-based net-zero target is within this time horizon (target year 2050), in alignment with the Science Based Targets initiative's criteria for long-term targets. At the broader corporate level, this extended time horizon is not commonly used. This figure is not an explicit company policy or codified internally.	☑ Yes

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

Process in place	Dependencies and/or impacts evaluated in this process
☑ Yes	☑ Both dependencies and impacts

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
☑ Yes	☑ Both risks and opportunities	☑ Yes

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

☑ Climate change

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Dependencies
☑ Impacts
☑ Risks
☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

☑ End of life management

(2.2.2.4) Coverage

☑ Full

(2.2.2.5) Supplier tiers covered

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ More than once a year

(2.2.2.9) Time horizons covered

☑ Short-term
☑ Medium-term
☑ Long-term

(2.2.2.10) Integration of risk management process

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

☑ Site-specific
☑ Local
☑ Sub-national

☑ National
☑ Not location specific

(2.2.2.12) Tools and methods used

Commercially/publicly available tools
☑ LEAP (Locate, Evaluate, Assess and Prepare) approach, TNFD
☑ TNFD – Taskforce on Nature-related Financial Disclosures

Enterprise Risk Management
☑ Enterprise Risk Management
☑ Internal company methods

International methodologies and standards
☑ Environmental Impact Assessment
☑ ISO 14001 Environmental Management Standard
☑ Life Cycle Assessment

Other
☑ Scenario analysis
☑ Desk-based research
☑ External consultants
☑ Materiality assessment
☑ Internal company methods
☑ Partner and stakeholder consultation/analysis

(2.2.2.13) Risk types and criteria considered

Acute physical
☑ Drought
☑ Tornado
☑ Wildfires
☑ Heat waves
☑ Cyclones, hurricanes, typhoons
☑ Heavy precipitation (rain, hail, snow/ice)
☑ Flood (coastal, fluvial, pluvial, ground water)
☑ Storm (including blizzards, dust, and sandstorms)

☑ Cold wave/frost

Chronic physical

☑ Heat stress

☑ Sea level rise

☑ Temperature variability

☑ Increased severity of extreme weather events

☑ Changing temperature (air, freshwater, marine water)

☑ Changing precipitation patterns and types (rain, hail, snow/ice)

Policy

☑ Carbon pricing mechanisms

☑ Changes to international law and bilateral agreements

☑ Changes to national legislation

Market

☑ Availability and/or increased cost of certified sustainable material

☑ Availability and/or increased cost of raw materials

☑ Changing customer behavior

Reputation

☑ Impact on human health

☑ Increased partner and stakeholder concern and partner and stakeholder negative feedback

☑ Negative press coverage related to support of projects or activities with negative impacts on the environment (e.g. GHG emissions, deforestation & conversion, water stress)

Technology

☑ Data access/availability or monitoring systems

☑ Transition to lower emissions technology and products

Liability

☑ Exposure to litigation

☑ Non-compliance with regulations

(2.2.2.14) Partners and stakeholders considered

☑ Customers
☑ Employees
☑ Investors
☑ Suppliers
☑ Regulators
☑ Local communities

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

The identification, assessment, and management of our environmental risks, opportunities, dependencies, and impacts is integrated into several ongoing processes across the business. The Net-Zero Strategy Team and the Net-Zero Core Team are primarily responsible for identifying and assessing a subset of climate-related risks and opportunities – particularly related to climate change mitigation. These teams identify and assess risks and opportunities as they arise in daily work, research, or from other teams, such as Government, Sales, and Supply Management. Risks and opportunities are also identified and assessed in the materiality assessment conducted every three years. As appropriate, risks and opportunities are shared with the Net-Zero Oversight Committee semiannually. As necessary, the Net-Zero Oversight Committee elevates risks and opportunities to the Nominating and Corporate Governance Committee ("NCGC") of the Steelcase Board of Directors. Note that the makeup, meeting cadence, and roles of these teams and committees are discussed in greater detail in the Governance section (4.1.2). Additionally, our Enterprise Risk Management ("ERM") process supports the identification, prioritization, and management of all risks to the company, which includes some climate-related risks – primarily adaptation-related or physical risks (e.g., severe weather risks) but also transition risks such as rising insurance premiums. The ERM Team assesses significant corporate risks quarterly by interviewing the Chief Executive Officer ("CEO") and global functional leaders. The identified business risks are mapped on a matrix based on likelihood, severity, and whether they are emerging or receding, and are updated regularly. These risks are reviewed through monthly finance reviews, quarterly competitive reviews, quarterly risk reviews, and the quarterly meetings of the Board's Audit Committee. The ERM Committee meets quarterly to review the risk mitigation plan and metrics and to identify emerging risks not already covered in the monthly finance or quarterly competitive reviews. We also work to eliminate our greenhouse gas ("GHG") emissions, air pollutants, and other impacts. We conduct life cycle assessments and have published environmental product declarations for 85 products globally, which help us to assess and communicate the full lifecycle impact of our products. Additionally, we perform environmental impact assessments ("EIAs") as required by regulation whenever we build, move, or expand manufacturing facilities. EIAs assess a range of environmental impacts, identify potential risks, and define mitigation and monitoring measures. All our manufacturing facilities are certified to the ISO 14001 Environmental Management Standard, a voluntary standard that helps us identify and manage environmental impacts and risks such as those related to air quality, waste, and resource usage. Additionally, our Supply Management team has processes and systems in place for assessing dependencies in the supply chain, which are sometimes impacted by environmental factors, such as climate-related weather events. Finally, we have performed a preliminary nature assessment using the Taskforce on Nature-related Financial Disclosures (TNFD) guidance, the LEAP approach, and the Encore tool to begin assessing our dependencies and impacts on nature.

Row 2

(2.2.2.1) Environmental issue

☑ Forests

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Risks
☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain
☑ End of life management

(2.2.2.4) Coverage

☑ Partial

(2.2.2.5) Supplier tiers covered

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ More than once a year

(2.2.2.9) Time horizons covered

☑ Short-term
☑ Medium-term
☑ Long-term

(2.2.2.10) Integration of risk management process

☑ A specific environmental risk management process

(2.2.2.11) Location-specificity used

☑ Site-specific

(2.2.2.12) Tools and methods used

International methodologies and standards
☑ Global Forest Watch
☑ ISO 14001 Environmental Management Standard
☑ Life Cycle Assessment

(2.2.2.13) Risk types and criteria considered

Market
☑ Availability and/or increased cost of certified sustainable material
☑ Availability and/or increased cost of raw materials
☑ Uncertainty about commodity origin and/or legality
☑ Uncertainty in the market signals

Technology
☑ Data access/availability or monitoring systems

Liability

☑ Non-compliance with regulations

(2.2.2.14) Partners and stakeholders considered

☑ Customers

☑ Suppliers

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

We gather timber sourcing information through supplier engagement, including species and country of origin. This information is documented and compared against local, national, and international regulations to verify its legality. In cases where suppliers have third-party chain of custody certification, the validity of the certification is assessed on a quarterly basis. This process involves verifying that the certificate was obtained from a reputable and accredited certification body and that the supplier continuously meets the required standards. Any questions or concerns about the certification status are addressed through engagement with the supplier, allowing for clarification and resolution of any issues.

Row 3

(2.2.2.1) Environmental issue

☑ Water

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Risks

☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations

(2.2.2.4) Coverage

☑ Full

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ More than once a year

(2.2.2.9) Time horizons covered

☑ Short-term
☑ Medium-term
☑ Long-term

(2.2.2.10) Integration of risk management process

☑ A specific environmental risk management process

(2.2.2.11) Location-specificity used

☑ Site-specific
☑ Local

(2.2.2.12) Tools and methods used

International methodologies and standards
☑ Environmental Impact Assessment

☑ ISO 14001 Environmental Management Standard

Other

☑ Internal company methods

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Heat waves

☑ Storm (including blizzards, dust, and sandstorms)

Chronic physical

☑ Changing precipitation patterns and types (rain, hail, snow/ice)

☑ Changing temperature (air, freshwater, marine water)

☑ Water stress

(2.2.2.14) Partners and stakeholders considered

☑ Customers

☑ Employees

☑ Regulators

☑ Local communities

☑ Water utilities at a local level

☑ Other water users at the basin/catchment level

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

We manage our water risk and impact as part of the ISO14001 environmental management system certification. We conduct quarterly compliance audits at our Grand Rapids, MI sites, quarterly inspections for stormwater and routine inspections on wastewater from the paint line washers, even as most of our water usage is from non-manufacturing usage. For our non- Grand Rapids facilities, we conduct these audits at least annually if not more frequently as the need arises. We have Stormwater Pollution Prevention Plan ("SWPPP"), Spill Prevention Control and Countermeasure (“SPCC”), and Pollution Incident Prevention Plan (“PIPP”) that have

been developed to protect the freshwater basin from potential spills of oil or chemicals and inspect the above-ground tanks to prevent spills. In addition, we are conducting water balance studies within our operations to better understand where we may be able to reduce our water consumption.

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

☑ Yes

(2.2.7.2) Description of how interconnections are assessed

The Sustainability Team is primarily responsible for identifying and assessing environmental risks, opportunities, and impacts, and the management of these risks and opportunities is carried out in partnership with business units across the company, such as Enterprise Risk Management, Marketing, Product Development, Supply Management, Operations, Operations Strategy, Quality, and Sales. Our processes include cross-functional teams and leadership oversight, as previously described, to ensure that we are continually identifying and evaluating synergies and potential trade-offs. For example, the Net-Zero Strategy Team maintains a comprehensive greenhouse gas inventory to assess and manage our impacts on climate change and has responded to the associated risks by setting science-based targets. Then, to implement these targets, we work with teams such as Supply Management and Operations – which are particularly relevant to our near-term targets – to identify possible dependencies, to understand parallel impacts, to respond to additional related risks, and to take advantage of opportunities. Additionally, our Sustainable Product Design Framework includes robust guidelines and goals to reduce our carbon footprint, design for circularity, and choose and use materials responsibly across all new products. This framework is especially useful in identifying synergies and trade-offs between design decisions that may impact dependencies, impacts, risks, and opportunities, and helps drive progress toward our net-zero target.

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

☑ Yes, we have identified priority locations

(2.3.2) Value chain stages where priority locations have been identified

☑ Direct operations

(2.3.3) Types of priority locations identified

Sensitive locations

☑ Areas of limited water availability, flooding, and/or poor quality of water

Locations with substantive dependencies, impacts, risks, and/or opportunities

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to forests

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to water

(2.3.4) Description of process to identify priority locations

Our priority locations are based on wood procurement volume. Manufacturing facilities purchasing >80% of our total wood volume are classified as priority locations for forest-related risks and actions. Our due diligence and engagement efforts are focused on these high-impact sites within our direct operations. Manufacturing facilities located in high water-stress areas are also prioritized.

(2.3.5) Will you be disclosing a list/spatial map of priority locations?

☑ Yes, we will be disclosing the list/geospatial map of priority locations

(2.3.6) Provide a list and/or spatial map of priority locations

Spatial map.pdf

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

☑ Qualitative

☑ Quantitative

(2.4.2) Indicator used to define substantive effect

☑ Other, please specify :Earnings per share, revenues, and net income

(2.4.3) Change to indicator

☑ Absolute decrease

(2.4.5) Absolute increase/ decrease figure

0

(2.4.6) Metrics considered in definition

☑ Frequency of effect occurring
☑ Time horizon over which the effect occurs
☑ Likelihood of effect occurring

(2.4.7) Application of definition

We monitor substantive financial and strategic impacts on our business as they relate to regulatory changes, our people, our property, and the market. For the purposes of this CDP response, we define substantive as “material” according to our materiality thresholds for financial reporting. We have thus far not publicly disclosed these thresholds and therefore have reported a "0" figure here. The ERM Team and the Corporate Finance Team assess corporate risks and financial exposure, including risks arising from climate change, using several quantitative and qualitative indicators to inform substantive financial or strategic impact. For example, indicators used to determine material impact may include the impact on earnings per share, revenues, or net income. Additionally, all business risks are mapped on a matrix based on likelihood, severity, and whether they are emerging or receding, and are updated regularly. A full description of the processes by which risks are identified, assessed, and managed is included in 2.2.2.

Opportunities

(2.4.1) Type of definition

☑ Qualitative
☑ Quantitative

(2.4.2) Indicator used to define substantive effect

☑ Other, please specify :Earnings per share, revenues, and net income

(2.4.3) Change to indicator

☑ Absolute increase

(2.4.5) Absolute increase/ decrease figure

0

(2.4.6) Metrics considered in definition

☑ Frequency of effect occurring
☑ Time horizon over which the effect occurs
☑ Likelihood of effect occurring

(2.4.7) Application of definition

We monitor substantive financial and strategic impacts on our business as they relate to regulatory changes, our people, our property, and the market. For the purposes of this CDP response, we define substantive as “material” according to our materiality thresholds for financial reporting. We have thus far not publicly disclosed these thresholds and therefore have reported a "0" figure here. A full description of the processes by which opportunities are identified, assessed, and managed is included in 2.2.2.

(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

Identification and classification of potential water pollutants	How potential water pollutants are identified and classified
☑ Yes, we identify and classify our potential water pollutants	*Water pollutants of concern are determined by local regulations. Steelcase follows all local ordinances around sewer usage.*

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Row 1

(2.5.1.1) Water pollutant category

☑ Inorganic pollutants

(2.5.1.2) Description of water pollutant and potential impacts

We comply with the municipal authorities for primary metals in wastewater to ensure compliance prior to discharge. It is the responsibility of the receiving municipality to comply with the discharge requirements of the receiving waterways.

(2.5.1.3) Value chain stage

☑ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

☑ Beyond compliance with regulatory requirements
☑ Industrial and chemical accidents prevention, preparedness, and response
☑ Water recycling
☑ Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements
☑ Upgrading of process equipment/methods

(2.5.1.5) Please explain

We comply with wastewater permits, and we have three locations with a closed-loop water recycling system for paint line washer processing without discharge.

Row 2

(2.5.1.1) Water pollutant category

☑ Oil

(2.5.1.2) Description of water pollutant and potential impacts

We implement strategies to ensure that the use of oil within our manufacturing operations does not adversely impact the surrounding environment.

(2.5.1.3) Value chain stage

☑ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

☑ Water recycling
☑ Upgrading of process equipment/methods
☑ Beyond compliance with regulatory requirements
☑ Implementation of integrated solid waste management systems
☑ Industrial and chemical accidents prevention, preparedness, and response
☑ Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements
☑ Assessment of critical infrastructure and storage condition (leakages, spillages, pipe erosion etc.) and their resilience

(2.5.1.5) Please explain

We have stormwater pollution prevention plans in place with spill supplies available on site.

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.1.1) Environmental risks identified

☑ No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

As described in our response to 2.2.2, we identify, assess, and manage our climate-related dependencies, impacts, risks, and opportunities through ongoing, multidisciplinary, and company-wide management processes. While these processes have identified a host of possible climate-related physical and transition risks in our direct operations and in our upstream and downstream value chain, none have had a substantive effect on our organization (as defined in 2.4) in the reporting year. Moreover, we have not identified any risks that we anticipate will have a substantive effect on our organization in the future, before or after considering risk mitigation measures. While we acknowledge that a potentially substantive effect is possible, our processes have not identified any that trigger our materiality thresholds or necessitate disclosure in our mainstream financial filings.

Forests

(3.1.1) Environmental risks identified

☑ No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

Most of our wood suppliers source their products from well-established and sizeable international mills. These mills maintain relationships with forests situated outside of known problematic areas. Additionally, most mills are certified to one or more third-party sustainable forest schemes. These measures ensure our upstream value chain partners maintain sustainably managed forestry certifications and adhere to regulatory compliance requirements.

Water

(3.1.1) Environmental risks identified

☑ No

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Evaluation in progress

(3.1.3) Please explain

We are still in the process of evaluating water risks that may have a substantive effect on our business.

(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

Water-related regulatory violations	Comment
☑ No	*We are in compliance with all local regulations.*

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

☑ Yes

(3.5.1) Select the carbon pricing regulation(s) which impact your operations.

☑ Other carbon tax, please specify :EU Carbon Border Adjustment Mechanism (CBAM)

(3.5.3) Complete the following table for each of the tax systems you are regulated by.

Other carbon tax, please specify

(3.5.3.1) Period start date

03/01/2024

(3.5.3.2) Period end date

02/28/2025

(3.5.3.3) % of total Scope 1 emissions covered by tax

0

(3.5.3.4) Total cost of tax paid

0

(3.5.3.5) Comment

The European Union ("EU") Carbon Border Adjustment Mechanism ("CBAM") applies a price to the embodied carbon emissions generated in the production of certain goods imported into the EU. The CBAM initially applies to carbon-intensive goods with the most significant risk of carbon leakage: cement, iron and steel, aluminum, fertilizer, electricity, and hydrogen. Steelcase is subject to CBAM given our imports of steel and aluminum into the EU. Therefore, the tax applies to our scope 3 emissions, not our scope 1 emissions. During the current transitional phase, importers must provide quarterly reporting, even before the tax is assessed. Beyond the transitional phase, we have forecasted costs associated with our imports and required CBAM certificates (linked to the EU Emissions Trading Scheme allowance price).

(3.5.4) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Transitional reporting for the EU CBAM is underway. Beyond the transitional phase, our expected financial exposure to this carbon pricing scheme is minimal given our limited imports of the relevant goods into the region. We have begun working with Marketing and Sales Teams to provide awareness of the anticipated costs that will impact their product portfolios. Once measured, these teams are responsible for managing the costs in the near term. Additionally, our science-based target to engage 80% of our suppliers by emissions to set their own science-based targets by 2025 will help to mitigate these costs in the future. Finally, we have also established an interdisciplinary working group that is focused on developing a five-year supply chain decarbonization roadmap, which will consider mitigation measures such as increasing manufacturing and supply chain localization to reduce emissions, increase resiliency, and limit financial exposure to border tax adjustment systems such as CBAM.

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.6.1) Environmental opportunities identified

☑ No

(3.6.2) Primary reason why your organization does not consider itself to have environmental opportunities

☑ Opportunities exist, but none anticipated to have a substantive effect on organization

(3.6.3) Please explain

As described in our response to 2.2.2, we identify, assess, and manage our climate-related dependencies, impacts, risks, and opportunities through ongoing, multidisciplinary, and company-wide management processes. While these processes have identified a host of possible climate-related opportunities in our direct operations and in our upstream and downstream value chain, none have had a substantive effect on our organization (as defined in 2.4) in the reporting year. Moreover, we have not identified any opportunities that we anticipate will have a substantive effect on our organization in the future. While we acknowledge that a potentially substantive effect is possible, our processes have not identified any that trigger our materiality thresholds or necessitate disclosure in our mainstream financial filings.

Forests

(3.6.1) Environmental opportunities identified

☑ No

(3.6.2) Primary reason why your organization does not consider itself to have environmental opportunities

☑ Opportunities exist, but none anticipated to have a substantive effect on organization

(3.6.3) Please explain

Potential opportunities include utilizing more certified wood sources to reduce our environmental impact and engaging with suppliers to promote sustainable forestry practices. While these initiatives may not have a significant financial or strategic impact on the business, they uphold our commitment to sustainability and environmental stewardship, which we consider essential in achieving our near- and long-term sustainability objectives.

Water

(3.6.1) Environmental opportunities identified

☑ No

(3.6.2) Primary reason why your organization does not consider itself to have environmental opportunities

☑ Opportunities exist, but none anticipated to have a substantive effect on organization

(3.6.3) Please explain

We are currently conducting water balance analyses of our direct operations to identify additional water-related opportunities.

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

☑ Yes

(4.1.2) Frequency with which the board or equivalent meets

☑ More frequently than quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

☑ Executive directors or equivalent
☑ Non-executive directors or equivalent
☑ Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

☑ No

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	☑ Yes
Forests	☑ Yes
Water	☑ Yes

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Chief Executive Officer (CEO)
☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Reviewing and guiding annual budgets
☑ Overseeing and guiding scenario analysis
☑ Overseeing the setting of corporate targets
☑ Monitoring progress towards corporate targets
☑ Overseeing and guiding value chain engagement
☑ Monitoring the implementation of the business strategy
☑ Overseeing reporting, audit, and verification processes
☑ Monitoring the implementation of a climate transition plan
☑ Overseeing and guiding the development of a business strategy
☑ Overseeing and guiding acquisitions, mergers, and divestitures
☑ Monitoring supplier compliance with organizational requirements
☑ Monitoring compliance with corporate policies and/or commitments
☑ Overseeing and guiding the development of a climate transition plan
☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities
☑ Approving corporate policies and/or commitments
☑ Overseeing and guiding public policy engagement
☑ Reviewing and guiding innovation/R&D priorities
☑ Approving and/or overseeing employee incentives
☑ Overseeing and guiding major capital expenditures

(4.1.2.7) Please explain

The CEO is responsible for overseeing the implementation of the Steelcase (the "Company") climate change mitigation strategy, coordinating cross-functional efforts, and allocating capital accordingly. The CEO oversees the Net-Zero Oversight Committee, which is made up of global senior leadership and meets semiannually to oversee the work of the Net-Zero Core Team. The Net-Zero Core Team meets monthly and is comprised of individuals from Sustainability, Facilities, Marketing, Design, Global Talent, Finance, and Communications, and is responsible for the implementation of a set of strategic net-zero projects. Beyond providing oversight and guidance, the CEO serves as the most senior spokesperson for the climate change mitigation strategy. For example, the CEO often speaks about the strategy and targets internally (e.g., quarterly all-employee townhalls) and externally (e.g., press releases), which helps build internal and external support and alignment. The Nominating and Corporate Governance Committee of the Board oversees the Company's strategy and policies with respect to ESG matters, reflected in its committee charter, and receives related updates at each of its quarterly meetings. Regarding the climate change mitigation strategy, the NCGC and any other relevant Board committees review and approve a guiding strategy, oversee the setting of associated corporate targets, monitor the implementation of our net-zero transition plan, and review related budgets and capital expenditures, among other responsibilities. The NCGC monitors progress towards all People + Planet goals. The management- or director-level individuals who own each of the goals are responsible for providing updates to the Board through meeting materials twice annually. These individuals may also directly brief the NCGC when discussion or approval of significant decisions is required. For example, in this reporting year, the Director of Sustainability attended an NCGC meeting to share progress on our net-zero transition plan. All such engagement with the NCGC is overseen by the Vice President, Chief Legal Officer, and Secretary, who is responsible for managing ESG strategy and performance at the executive level. Several other Board committees are responsible for overseeing other aspects of ESG. For example, the Corporate Business Development Committee evaluates the impacts of acquisitions, mergers, and divestitures on the ESG strategy and was briefed during a recent acquisition process to understand the impacts on our carbon targets. The Board also has the authority to review and approve major capital expenditures, which include large strategic projects that advance our carbon reduction targets and broader climate change mitigation strategy. The Audit Committee oversees ESG disclosures in our financial statements and our compliance with other legally required ESG disclosures.

Forests

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Chief Executive Officer (CEO)

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Approving corporate policies and/or commitments
☑ Monitoring compliance with corporate policies and/or commitments
☑ Monitoring supplier compliance with organizational requirements
☑ Reviewing and guiding annual budgets
☑ Approving and/or overseeing employee incentives

(4.1.2.7) Please explain

Sustainable forests are an essential component of our ESG goals related to product design and certification. As such, Steelcase has received several certifications for sustainable forestry management, including the Forest Stewardship Council ("FSC") Chain of Custody ("CoC") certification, and is committed to increasing the coverage of certified forest products. The NCGC of the Board oversees the Company's strategy and policies with respect to ESG matters, reflected in its committee charter, and receives related updates at each of its quarterly meetings.

Water

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Chief Executive Officer (CEO)
☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board mandate

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Reviewing and guiding annual budgets
☑ Overseeing the setting of corporate targets
☑ Monitoring progress towards corporate targets
☑ Approving corporate policies and/or commitments
☑ Overseeing and guiding major capital expenditures
☑ Overseeing and guiding acquisitions, mergers, and divestitures
☑ Monitoring compliance with corporate policies and/or commitments
☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The NCGC of the Board oversees the Company strategy and policies with respect to ESG matters, reflected in its committee charter, and receives related updates at each of its quarterly meetings. For each Environmental, Social, and Governance ("ESG") topic, including water, the NCGC and any other relevant Board committees review and approve a guiding strategy, oversee the setting of associated corporate targets, and review related budgets and capital expenditures, among other responsibilities. The NCGC monitors progress towards all People + Planet goals. The management- or director-level individuals who own each of the goals are responsible for providing updates to meeting materials twice annually. These individuals may also directly brief the NCGC when discussion or approval of significant decisions is required. All such engagement with the NCGC is overseen by the Vice President, Chief Legal Officer, and Secretary, who is responsible for managing ESG strategy and performance at the executive level.

(4.2) Does your organization's board have competency on environmental issues?

Table (4.2)

Category	Board-level competency on this	Mechanisms to maintain an environmentally competent board	Environmental expertise of the board member

	environmental issue		
Climate change	☑ Yes	☑ Consulting regularly with an internal, permanent, subject-expert working group ☑ Integrating knowledge of environmental issues into board nominating process ☑ Having at least one board member with expertise on this environmental issue	Academic ☑ Postgraduate education (e.g., MSc/MA/PhD in environment and sustainability, climate science, environmental science, water resources management, forestry, etc.), please specify :Doctorate in organic chemistry from the University of California, Berkeley Experience ☑ Executive-level experience in a role focused on environmental issues ☑ Experience in an organization that is exposed to environmental-scrutiny and is going through a sustainability transition
Forests	☑ Not assessed		
Water	☑ Not assessed		

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue
Climate change	☑ Yes
Forests	☑ Yes
Water	☑ Yes

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

☑ Managing public policy engagement related to environmental issues

☑ Managing supplier compliance with environmental requirements

☑ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

☑ Monitoring compliance with corporate environmental policies and/or commitments

☑ Measuring progress towards environmental corporate targets

☑ Measuring progress towards environmental science-based targets

☑ Setting corporate environmental policies and/or commitments

☑ Setting corporate environmental targets

Strategy and financial planning

☑ Developing a climate transition plan

☑ Implementing a climate transition plan

☑ Conducting environmental scenario analysis

☑ Managing annual budgets related to environmental issues

☑ Implementing the business strategy related to environmental issues

☑ Developing a business strategy which considers environmental issues

☑ Managing environmental reporting, audit, and verification processes

☑ Managing acquisitions, mergers, and divestitures related to environmental issues

☑ Managing major capital and/or operational expenditures relating to environmental issues

☑ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Quarterly

(4.3.1.6) Please explain

The CEO is responsible for overseeing and monitoring progress toward the climate change mitigation strategy and making related decisions such as strategic investments. Though the CEO's approval is directly sought for strategic climate-related decisions, the CEO is primarily kept informed of climate-related issues as a member of the Net-Zero Oversight Committee described below. Moreover, the CEO reports to the NCGC, which has ultimate oversight over Steelcase's ESG strategies and policies.

Forests

(4.3.1.1) Position of individual or committee with responsibility

Committee

☑ Safety, Health, Environment and Quality committee

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

Engagement

☑ Managing supplier compliance with environmental requirements

Policies, commitments, and targets

☑ Monitoring compliance with corporate environmental policies and/or commitments

(4.3.1.4) Reporting line

☑ Other, please specify :Plant manager

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Quarterly

(4.3.1.6) Please explain

The Steelcase Safety, Health, Environment and Quality Committee is responsible for implementing and maintaining the necessary systems and practices to ensure that Steelcase's wood and fiber sourcing complies with the standards set forth by FSC and Programme for the Endorsement of Forest Certification ("PEFC") programs. The Environmental Health and Safety ("EHS") Team oversees the auditing and certification process to ensure that Steelcase continues to meet the requirements of these certifications.

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Operating Officer (COO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Monitoring compliance with corporate environmental policies and/or commitments

☑ Measuring progress towards environmental corporate targets
☑ Setting corporate environmental policies and/or commitments
☑ Setting corporate environmental targets

Strategy and financial planning
☑ Managing environmental reporting, audit, and verification processes

(4.3.1.4) Reporting line

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Quarterly

(4.3.1.6) Please explain

The Manager of the Operations Sustainability Team within the Global Sustainability Team provides a quarterly update to the Vice President, Chief Operations Officer that includes the water compliance status, as the Operations Sustainability Team manages the stormwater and wastewater permit compliance for our largest manufacturing facilities. We review the water metrics with manufacturing facility managers annually during the ISO14001 internal audit at the management review meeting. We also regularly share the water balance progress with leadership.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Committee
☑ Other committee, please specify :Net-Zero Oversight Committee

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities
☑ Assessing environmental dependencies, impacts, risks, and opportunities
☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Engagement
☑ Managing public policy engagement related to environmental issues
☑ Managing supplier compliance with environmental requirements
☑ Managing value chain engagement related to environmental issues

Policies, commitments, and targets
☑ Monitoring compliance with corporate environmental policies and/or commitments
☑ Measuring progress towards environmental corporate targets
☑ Measuring progress towards environmental science-based targets
☑ Setting corporate environmental policies and/or commitments
☑ Setting corporate environmental targets

Strategy and financial planning
☑ Developing a climate transition plan
☑ Implementing a climate transition plan
☑ Conducting environmental scenario analysis
☑ Managing annual budgets related to environmental issues
☑ Implementing the business strategy related to environmental issues
☑ Developing a business strategy which considers environmental issues
☑ Managing environmental reporting, audit, and verification processes
☑ Managing acquisitions, mergers, and divestitures related to environmental issues
☑ Managing major capital and/or operational expenditures relating to environmental issues
☑ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other
☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Half-yearly

(4.3.1.6) Please explain

The CEO oversees the Net-Zero Oversight Committee which meets semiannually and is comprised of senior management and executive officers across business units, including the following positions: (1) Vice President ("VP"), Chief Legal Officer, and Secretary, (2) Vice President, Chief Procurement Officer, (3) Senior Vice President ("SVP"), Chief Financial Officer, Global Business Centers, Real Estate, Facilities & Security, (4) Vice President, Chief Operations Officer, (5) Senior Vice President, Marketing + Customer Verticals, (6) Senior Vice President, President, Americas, and Chief Product Officer, (7) Vice President, Americas Sales and GCC, (8) President, Steelcase EMEA, (9) President, Steelcase APAC, (10) Vice President, Impact, (11) Director, Sustainability, and (12) Senior Risk Officer. This Committee is responsible for assessing, prioritizing, and approving strategic decisions and emissions reduction projects related to the climate change mitigation strategy and associated science-based targets. For example, the VP, Chief Legal Officer, and Secretary is responsible for managing ESG strategy and performance; the SVP, Chief Financial Officer oversees the financial planning and budget for allocating capital to favorable carbon reduction projects; and the VP, Chief Operations Officer is responsible for implementing projects and initiatives to reduce emissions from our operations and facilities and for overseeing emissions reduction initiatives relating to our value chain emissions and supply chain engagement. The CEO reports to the NCGC on behalf of the Net-Zero Oversight Committee.

Forests

(4.3.1.1) Position of individual or committee with responsibility

Committee

☑ Sustainability committee

(4.3.1.2) Environmental responsibilities of this position

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Other, please specify :Corporate Compliance Officer

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Quarterly

(4.3.1.6) Please explain

The Global Sustainability Team plays a critical role in managing the chain of custody for sustainable forest products and works closely with the Safety, Health, Environment and Quality Committee. The Global Sustainability Team monitors compliance with sustainability standards, consistently verifying that the products originate from certified and legal sources. They also ensure that all records and information are well-documented and transparent, giving stakeholders a complete understanding of the product's path from the forest to the end-user. Additionally, they globally track Steelcase's FSC and PEFC certified product coverage rate and performance, providing regular reports to management and stakeholders on our progress towards related sustainability goals.

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Table (4.5)

Category	Provision of monetary incentives related to this environmental issue	Please explain
Climate change	☑ No, and we do not plan to introduce them in the next two years	While the terms of our Incentive Compensation Plan ("ICP") currently include performance against ESG objectives within the list of permissible performance criteria that may be used in assessing awards, the Compensation Committee of the Board did not opt to use this criterion in the reporting year.
Forests	☑ No, and we do not plan to introduce them in the next two years	While the terms of our ICP currently include performance against ESG objectives within the list of permissible performance criteria that may be used in assessing awards, the Compensation Committee of the Board did not opt to use this criterion in the reporting year.
Water	☑ No, and we do not plan to introduce them in the next two years	While the terms of our ICP currently include performance against ESG objectives within the list of permissible performance criteria that may be used in assessing awards, the Compensation Committee of the Board did not opt to use this criterion in the reporting year.

(4.6) Does your organization have an environmental policy that addresses environmental issues?

Does your organization have any environmental policies?
☑ Yes

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

☑ Climate change
☑ Forests
☑ Water

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(4.6.1.4) Explain the coverage

Our Net-Zero Transition Plan covers our entire business – the complete value chain, including all owned subsidiaries.

(4.6.1.5) Environmental policy content

Environmental commitments
☑ Commitment to a circular economy strategy
☑ Commitment to comply with regulations and mandatory standards
☑ Commitment to take environmental action beyond regulatory compliance
☑ Commitment to implementation of nature-based solutions that support landscape restoration and long-term protection of natural ecosystems
☑ Commitment to stakeholder engagement and capacity building on environmental issues

Climate-specific commitments

☑ Commitment to 100% renewable energy

☑ Commitment to net-zero emissions

Social commitments

☑ Other social commitment, please specify :Commitment to a just transition

Additional references/Descriptions

☑ Reference to timebound environmental milestones and targets

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ Yes, in line with the Paris Agreement

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

Net Zero Transition Plan 2024.pdf

Row 2

(4.6.1.1) Environmental issues covered

☑ Climate change

☑ Water

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(4.6.1.4) Explain the coverage

Our Environmental Sustainability Policy covers our entire business – the complete value chain, including for all owned subsidiaries.

(4.6.1.5) Environmental policy content

Environmental commitments
☑ Commitment to a circular economy strategy
☑ Commitment to comply with regulations and mandatory standards
☑ Commitment to take environmental action beyond regulatory compliance
☑ Commitment to stakeholder engagement and capacity building on environmental issues
☑ Other environmental commitment, please specify :Commitment to use recycled materials and focus on eliminating single-use plastics to deliver products safely with minimal packaging; Commitment to conduct company operations in accordance with our ISO 14001 registered Environmental Management System

Climate-specific commitments
☑ Commitment to 100% renewable energy
☑ Commitment to net-zero emissions
☑ Other climate-related commitment, please specify :Commitment to reduce our impact on climate change, supported by sustainable manufacturing practices, and evidenced through science-based, greenhouse gas emission reduction targets.

Water-specific commitments
☑ Commitment to control/reduce/eliminate water pollution
☑ Commitment to reduce water consumption volumes
☑ Commitment to reduce water withdrawal volumes

Social commitments

☑ Other social commitment, please specify :Commitment to promote safe environments and injury prevention in the manufacturing of our products.

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ Yes, in line with the Paris Agreement

☑ Yes, in line with Sustainable Development Goal 6 on Clean Water and Sanitation

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

Environmental Sustainability Policy rev Aug 2024.pdf

Row 3

(4.6.1.1) Environmental issues covered

☑ Forests

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations

☑ Upstream value chain

☑ Downstream value chain

(4.6.1.4) Explain the coverage

The Steelcase Sustainable Wood Policy applies to all wood and wood fiber used in products, including solid wood, composite wood, veneers, and laminates, throughout manufacturing, whether in-house or contracted.

(4.6.1.5) Environmental policy content

Environmental commitments

☑ Commitment to avoidance of negative impacts on threatened and protected species

☑ Commitment to no trade of CITES listed species

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ Yes, in line with another global environmental treaty or policy goal, please specify :SDG 15 on Forest

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

Sustainable Wood Policy rev June 2020.pdf

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

☑ Yes

(4.10.2) Collaborative framework or initiative

☑ UN Global Compact

☑ We Are Still In

☑ We Mean Business

☑ Other, please specify **:U.S. Department of Energy's Better Buildings Initiative**

☑ Race to Zero Campaign

☑ Science-Based Targets Initiative (SBTi)

(4.10.3) Describe your organization’s role within each framework or initiative

Steelcase first set near-term science-based targets validated by the Science Based Targets initiative (SBTi) in 2020, and in April 2024, advanced our commitment by setting an SBTi-validated net-zero target. Steelcase joined the Race to Zero in October 2021 through our pledge to the SBTi's Business Ambition for 1.5°C campaign. While the SBTi has since sunset this particular campaign, we remain a participant of Race to Zero because of our net-zero target. Steelcase is a member of the We Mean Business coalition, given our science-based targets. Our alignment is part of a collective message to give governments the confidence to set stronger policies that help businesses achieve their climate goals faster. Steelcase joined the We Are Still In coalition in 2018, and today remains aligned with the coalition's shared commitment to drive transformational climate action through direct action and advocacy in the United States; Steelcase's focus on United States climate action is important because most of our carbon emissions are generated by our operations in the United States. Steelcase joined the UN Global Compact in 2009 and annually publishes a “Communication on Progress” report that outlines our efforts to operate responsibly and support society. By joining the Compact, we pledged to operate responsibly in alignment with universal sustainability principles; to take actions that support the society around us; to commit to the effort from our organization's highest level to embed sustainability deep into our DNA; to annually report ongoing efforts; and to engage locally where we have a presence. Steelcase has participated in the U.S. Department of Energy's Better Plants program (a program of the Better Buildings Initiative) since 2011 to set energy, water, and waste reduction goals and engage with peers in manufacturing to learn and share best practices.

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

☑ Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

☑ Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals

(4.11.3) Global environmental treaties or policy goals in line with public commitment or position statement

☑ Paris Agreement

(4.11.4) Attach commitment or position statement

Net Zero Transition Plan 2024.pdf

(4.11.5) Indicate whether your organization is registered on a transparency register

☑ No

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

Our VP, Chief Legal Officer, and Secretary has ultimate responsibility for managing both sustainability work and government affairs globally. Our government affairs are primarily managed by the Assistant General Counsel and Head of Government Affairs (with assistance from federal lobbyists), who manages and coordinates all policy-related engagements, including those related to climate change and sustainability. We leverage a decentralized approach to these engagements whereby the Assistant General Counsel and Head of Government Affairs manages government affairs, and subject matter experts from across the organization act as the voice for a given issue, both internally and externally. For example, one Manager on the Global Sustainability Team is responsible for identifying and assessing climate-related policy risks and opportunities, with a specific focus on those related to energy, emissions, and disclosure, and this Manager and the Director of the Global Sustainability Team also represent the company on relevant trade association committees and other intermediary organizations on these topics. These individuals work closely with the Assistant General Counsel and Head of Government Affairs to identify opportunities to engage with trade associations, with other relevant organizations, and directly with policymakers on topics that are deemed important to Steelcase, ensuring that all engagements are consistent with our climate commitments and with a 1.5°C-aligned future. The Assistant General Counsel and Head of Government Affairs also reviews any proposed public positions or actions to ensure they align with the greater corporate government affairs strategy and do not expose us to unforeseen or undue risks.

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify :Business Roundtable

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Mixed

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we attempted to influence them but they did not change their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

The Business Roundtable is an association of more than 200 chief executive officers of America's leading companies working to promote a thriving U.S. economy and expanded opportunity for all Americans through sound public policy. Business Roundtable believes "Access to affordable, reliable and sustainable energy while protecting the environment and reducing emissions is vital to the American economy. Business Roundtable supports policies that enable construction of new energy projects, incentivize private sector investment in a broad portfolio of energy technologies and advance America's environmental goals. For more information, see https://www.businessroundtable.org/policy-perspectives/energy-environment. Steelcase is a member of Business Roundtable because they look to us to represent the smaller manufacturer perspective. Through our membership, Steelcase participated in a working group in 2019 to revise and update the association's climate change policy perspective. While Business Roundtable believes reducing emissions is "good for business, the environment, and public health" – and that "this effort should be driven by the private sector with public sector support" – they do not currently have an explicit, public position that indicates alignment with Paris Agreement temperature goals. In a previous reporting year, Steelcase responded to a Business Roundtable survey intended to update its understanding of member views on energy and climate policy, in which we made clear our own commitment to 1.5°C-aligned science-based emissions reductions and our support of aligned policies. In general, we consistently seek to represent our science-based position on climate change in our engagement with this group.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

150000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This funding figure represents the membership fee paid in the reporting year. While much of this fee goes toward developing and facilitating the group's activities, events, and resources in pursuit of its objectives, as previously described, a portion goes toward lobbying activities, which have the potential to influence policy, law, or regulation that may impact the environment.

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

☑ Paris Agreement

Row 2

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Global

☑ Other global trade association, please specify :Clean Energy Buyers Association (CEBA)

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

The Clean Energy Buyers Association ("CEBA") is made up of 400+ energy customer companies and their partners, including nearly 100 companies from the Fortune 500 list, that collaborate to navigate the complexities of the energy market. CEBA's aspiration is to achieve a 90% carbon-free U.S. electricity system by 2030 and to cultivate a global community of energy customers driving clean energy. Steelcase has been a long-standing member of CEBA (formerly the Renewable Energy Buyers Alliance). Through our membership, we connect with other like-minded organizations to collectively advocate for and advance low cost, reliable, carbon emissions-free global electricity systems – a vision which Steelcase supports. Steelcase benefits from clean energy access and wholesale power markets; for example, through our Virtual Power Purchase Agreement, which accounts for 100% of our U.S. energy consumption and 50% of our global consumption. From an energy procurement perspective, our objective is to balance reliability, affordability, and sustainability through retail open access and direct investment in renewable energy. Our participation in CEBA helps advance the organization's aligned objectives nationally, ultimately supporting our progress towards our science-based targets. Additionally, as we work toward our 2030 and 2050 science-based targets, and ask our suppliers to set their own science-based targets, renewable energy access will be essential to our collective success.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

5000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This funding figure represents the membership fee paid in the reporting year. While much of this fee goes toward the development and facilitation of the group's activities, events, and resources in pursuit of its objectives as previously described, a portion of this membership fee goes toward lobbying activities, which have the potential to influence policy, law, or regulation that may impact the environment.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

Row 3

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

☑ Other, please specify :Chamber of Commerce

(4.11.2.3) State the organization or position of individual

Grand Rapids Chamber of Commerce

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

The Grand Rapids Area Chamber of Commerce Infrastructure and Natural Resources Committee focuses on significant environmental issues and works to influence lawmakers to prepare and support cost-efficient and effective regulations. Steelcase is actively involved in promoting a Michigan with cleaner, more affordable, and more reliable energy. We do this by encouraging policymakers to consider increased renewable energy, competition, and new technologies in the state of Michigan. Our focus on Michigan is important because most of our carbon emissions are generated by our operations in Michigan. Our Director of Sustainability has previously chaired and continues to sit on the Grand Rapids Chamber's Infrastructure and Natural Resources Committee and has shared Steelcase's climate change mitigation strategy with other members to help support climate action and to influence the Chamber's policy positions. We are highly engaged in their climate-related work and generally find their positions to be with our own position and approach.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

31000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This funding figure represents the membership fee paid in the reporting year. While much of this fee goes toward developing and facilitating the group's activities, events, and resources in pursuit of its objectives, as previously described, a portion goes toward lobbying activities, which have the potential to influence policy, law, or regulation that may impact the environment.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

Row 4

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

Global

☑ Other global trade association, please specify :Business and Institutional Furniture Manufacturers Association ("BIFMA")

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

☑ Forests

(4.11.2.6) Indicate whether your organization’s position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual’s position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization’s position is consistent with or differs from the organization or individual’s position, and any actions taken to influence their position

BIFMA is the not-for-profit trade association for business and institutional furniture manufacturers. BIFMA and its members have a rich history of integrating sustainability criteria into their product design, sourcing, and manufacturing. BIFMA supports healthy chemistry, measuring and reducing greenhouse gas emissions at the facility and product level, and promoting socially responsible practices. BIFMA manages the standard and certification program BIFMA LEVEL, which is based on an ANSI accredited standard called ANSI/BIFMA e3 Sustainability Furniture Standard. Steelcase has been a member of BIFMA since its inception in 1973 and continues to be deeply involved. Our previous Director of Sustainability chaired BIFMA's Health and Sustainability Committee and our Principal Scientist chairs the Chemical Subcommittee. One Sustainability Manager has recently led efforts to develop a shared supply chain data platform. In past reporting years, we were particularly involved in efforts to update the e3 Furniture Sustainability Standard, engaging with a broad array of stakeholders to ensure it is a consensus-based standard. We continue to stay actively engaged in current issues.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

82100

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This funding figure represents the membership fee paid in the reporting year. While much of this fee goes toward developing and facilitating the group's activities, events, and resources in pursuit of its objectives, as previously described, a portion goes toward lobbying activities, which have the potential to influence policy, law, or regulation that may impact the environment.

(4.11.2.11) Indicate if you have evaluated whether your organization’s engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization’s engagement on policy, law or regulation

☑ Paris Agreement

Row 5

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

☑ Other, please specify :Consumer coalition

(4.11.2.3) State the organization or position of individual

Electricity Customer Alliance ("ECA")

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

The Electricity Customer Alliance ("ECA") advocates for customer-centric solutions to modernize the grid, support digital infrastructure and manufacturing, and grow the economy. ECA maintains that the expansion of organized wholesale electricity markets can unlock the development of more affordable, cleaner domestic resources and that market efficiency reduces the cost of the energy transition. Steelcase was a founding member of the ECA, and our Director of Sustainability sits on the Advisory Council.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

10000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

This funding figure represents the membership fee paid in the reporting year. While much of this fee goes toward developing and facilitating the group's activities, events, and resources in pursuit of its objectives, as previously described, a portion goes toward lobbying activities, which have the potential to influence policy, law, or regulation that may impact the environment.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

☑ Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

☑ In mainstream reports

(4.12.1.3) Environmental issues covered in publication

☑ Climate change

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Governance
☑ Risks & Opportunities
☑ Strategy
☑ Emission targets

(4.12.1.6) Page/section reference

Pg ii – Description of sustainability as central to our design philosophy and business strategy; Pg 15 –Description of Nominating and Corporate Governance Committee's role in overseeing ESG strategies, policies, and goals; Pg 17 – Description of the Board of Director's role in Risk Oversight and ESG Governance; Pg 32 – Description of our net-zero target, EcoVadis rating, and CDP score; Pg 73 and A-15 – Performance measures used in Incentive Compensation Plan, which include ESG objectives

(4.12.1.7) Attach the relevant publication

2025 Proxy Statement.pdf

(4.12.1.8) Comment

Our annual 14A Proxy Statement contains information about our Planet-related strategy, goals, achievements, Board oversight, and executive incentive plans.

Row 2

(4.12.1.1) Publication

☑ In voluntary sustainability reports

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Forests
☑ Water

(4.12.1.4) Status of the publication

☑ Underway - previous year attached

(4.12.1.5) Content elements

☑ Strategy
☑ Emission targets
☑ Emissions figures
☑ Value chain engagement
☑ Dependencies & Impacts
☑ Water accounting figures
☑ Other, please specify **:Material chemistry and safety**

(4.12.1.6) Page/section reference

Pages 24-40 of the 2024 Impact Report covered our accomplishments and goals to create better futures for the planet, including how we are reducing our carbon footprint, designing for circularity, and choosing and using materials responsibly.

(4.12.1.7) Attach the relevant publication

2024_Steelcase_Impact_Report.pdf

(4.12.1.8) Comment

Our annual Impact Report highlights accomplishments that improve the wellbeing of people and the planet and reports progress against related goals.

Row 3

(4.12.1.1) Publication

☑ Other, please specify :Net-Zero Transition Plan

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Forests
☑ Water
☑ Biodiversity

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Strategy
☑ Governance
☑ Emission targets
☑ Emissions figures
☑ Risks & Opportunities
☑ Value chain engagement
☑ Public policy engagement

(4.12.1.6) Page/section reference

Pages 9-16 detail our emissions figures and our net-zero targets. Pages 18-24 outline our strategy and actions for achieving emissions reductions toward our targets. Pages 26-28 discuss how we will engage stakeholders throughout the value chain toward net zero, including employees, suppliers, customers, and peers. Pages 30-34 contain information on our governance structure, financial planning, risks and opportunities, and data transparency and disclosure practices.

(4.12.1.7) Attach the relevant publication

Net Zero Transition Plan 2024.pdf

(4.12.1.8) Comment

Our Net-Zero Transition Plan outlines how we will achieve our goal of reducing our carbon emissions by more than 90% across our entire value chain by 2050. Aligned with leading guidance, the plan focuses on our near-term targets and actions, which are laying the foundation for achieving net zero.

Row 4

(4.12.1.1) Publication

☑ In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

☑ GRI

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Forests
☑ Water
☑ Biodiversity

(4.12.1.4) Status of the publication

☑ Underway - previous year attached

(4.12.1.5) Content elements

☑ Strategy
☑ Governance
☑ Value chain engagement
☑ Dependencies & Impacts
☑ Biodiversity indicators
☑ Water accounting figures
☑ Other, please specify **:Material chemical and safety**

(4.12.1.6) Page/section reference

General disclosures related to strategy and governance can be found in section 2. Disclosures related to environmental topics can be found in sections 301 (materials), 302 (energy), 303 (water), 304 (biodiversity), 305 (emissions), 306 (waste), and 308 (supplier environmental assessment).

(4.12.1.7) Attach the relevant publication

2024 GRI Report.pdf

(4.12.1.8) Comment

The Global Reporting Initiative ("GRI") reporting framework provides a comparable and comprehensive digest of information about our sustainability strategy and progress. Steelcase Inc. reports the information cited in the GRI content index in accordance with the GRI Standards.

Row 5

(4.12.1.1) Publication

☑ In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

☑ TCFD

(4.12.1.3) Environmental issues covered in publication

☑ Climate change

(4.12.1.4) Status of the publication

☑ Underway - previous year attached

(4.12.1.5) Content elements

☑ Governance
☑ Risks & Opportunities
☑ Strategy

☑ Emissions figures

☑ Emission targets

(4.12.1.6) Page/section reference

The Task Force on Climate-related Financial Disclosures ("TCFD") contains four sections where related disclosures can be found: Governance, Strategy, Risk Management, and Metrics and Targets.

(4.12.1.7) Attach the relevant publication

2024 TCFD Report.pdf

(4.12.1.8) Comment

The TCFD reporting index contains clear, comprehensive, and high-quality information on Steelcase's risks and opportunities resulting from rising temperatures, climate-related policy, and emerging technologies in our changing world.

Row 6

(4.12.1.1) Publication

☑ In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

☑ Other, please specify :Sustainability Accounting Standards Board ("SASB")

(4.12.1.3) Environmental issues covered in publication

☑ Climate change

☑ Forests

☑ Water

(4.12.1.4) Status of the publication

☑ Underway - previous year attached

(4.12.1.5) Content elements

☑ Content of environmental policies
☑ Strategy
☑ Commodity volumes
☑ Other, please specify :Material chemistry and safety

(4.12.1.6) Page/section reference

Question CG-BF-130a.1 reports our energy data. Questions CG-BF-250a.1 and a.2 discuss our management of risks or hazards associated with materials and chemicals. Question CG-BF-410a.1 covers our efforts to manage product lifecycle impacts and meet demand for sustainable products, and question CG-BF-410a.2 discloses end-of-life management. Question CG-BF-430a.1 covers on our wood supply chain management.

(4.12.1.7) Attach the relevant publication

2024 SASB Report.pdf

(4.12.1.8) Comment

The Sustainability Accounting Standards Board identifies the subset of sustainability standards most relevant to financial performance for our industry. We report progress on these standards annually.

Row 7

(4.12.1.1) Publication

☑ In mainstream reports, in line with environmental disclosure standards or frameworks

(4.12.1.2) Standard or framework the report is in line with

☑ Other, please specify :UN Global Compact Communication in Progress ("COP")

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Water
☑ Biodiversity

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Strategy
☑ Governance
☑ Emission targets
☑ Emissions figures
☑ Risks & Opportunities
☑ Value chain engagement
☑ Dependencies & Impacts
☑ Biodiversity indicators
☑ Water accounting figures
☑ Content of environmental policies

(4.12.1.6) Page/section reference

All disclosures related to the environment can be found in sections E1 through E16.

(4.12.1.7) Attach the relevant publication

FY25-UNGC-Communication-of-Progress.pdf

(4.12.1.8) Comment

Steelcase is a signatory to this voluntary initiative that is based on CEO commitments and aims to implement universal sustainability principles for businesses. The Communication on Progress measures and demonstrates our progress on the Ten Principles and the United Nations Sustainable Development Goals.

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Table (5.1)

Category	Use of scenario analysis	Frequency of analysis	Primary reason why your organization has not used scenario analysis	Explain why your organization has not used scenario analysis
Climate change	☑ Yes	☑ Every three years or less frequently		
Forests	☑ No, but we plan to within the next two years		☑ Lack of available methodologies	Our organization is committed to choosing and using materials responsibly. Scenario analysis will be needed to analyze the opportunities to increase our product offering with wood from certified sustainable sources and to reduce the embodied carbon content of our wood-containing products.
Water	☑ Yes	☑ On a per project basis		

(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.

Table (5.1.1)

Category	Scenario used	Scenario used SSPs used in conjunction with scenario	Approach to scenario	Scenario coverage	Risk types considered in scenario	Temperature alignment of scenario	Reference year	Timeframes covered	Driving forces in scenario	Assumptions, uncertainties and constraints in scenario	Rationale for choice of scenario
Climate change	Physical climate scenarios ☑ RCP 2.6	☑ No SSP used	☑ Quantitative	☑ Organization-wide	☑ Acute physical ☑ Chronic physical	☑ 1.6°C - 1.9°C	2024	☑ 2030 ☑ 2080 ☑ 2040 ☑ 2090 ☑ 2050 ☑	Local ecosystem asset interactions, dependencie	The climate scenario analysis relies on asset and	To understand how a range of plausible climate futures may impact our

2100 ☑ 2060 ☑ 2070	s and impacts ☑ Speed of change (to state of nature and/or ecosystem services) ☑ Climate change (one of five drivers of nature change) Direct interaction with climate ☑ On asset values, on the corporate	input data, and the use of default or incomplete data may lead to less accurate or skewed results. The models generate forecasts and projections based on generalized scenarios rather than specific real or planned assets, and as such, they do not capture the full range of potential climate risks, nor do they account for correlations between risks or the impact of existing or future adaptation and resilience measures. While the results are produced using current	manufacturing, distribution, showroom, and top supplier facilities, and to test and bolster the resilience of our business strategy and net-zero transition plan, we are conducting an organization-wide scenario analysis using a set of physical scenarios (the Representative Concentration Pathways ("RCPs")) and transition scenarios. We selected RCP 2.6 to represent a scenario in which emissions are strongly declining through aggressive mitigation – emissions are halved by 2050 – and radiative forcing is limited to 2.6 W/m2, such that global temperature rise is not likely

							scientific and computational methods, they remain subject to uncertainties arising from physical, political, regulatory, technological, and stakeholder-related factors, and should not be interpreted as precise predictions.		to exceed 2°C. We selected physical climate hazards based on TCFD recommendations and relevance to our business. For example, chronic hazards selected include increasing temperature and precipitation, and acute hazards include storms, flooding, extreme heat, and winter weather.
Water	Water scenarios ☑ WWF Water Risk Filter	☑ Qualitative and quantitative	☑ Facility	☑ Acute physical ☑ Policy ☑ Reputation	2020	☑ 2030 ☑ 2050	Local ecosystem asset interactions, dependencies and impacts ☑ Changes to the state of nature ☑ Climate change (one of five drivers of nature change) Stakeholder and customer	N/A	N/A

									demands ☑ Consumer attention to impact Regulators, legal and policy regimes ☑ Global regulation		
Climate change	Physical climate scenarios ☑ RCP 8.5	☑ No SSP used	☑ Quantitative	☑ Organizatio n-wide	☑ Acute physical ☑ Chronic physical	☑ 4.0ºC and above	2024	☑ 2030 ☑ 2080 ☑ 2040 ☑ 2090 ☑ 2050 ☑ 2100 ☑ 2060 ☑ 2070	Local ecosystem asset interactions, dependencie s and impacts ☑ Speed of change (to state of nature and/or ecosystem services) ☑ Climate change (one of five drivers of nature change) Direct interaction with climate ☑ On asset values, on the corporate	The climate scenario analysis relies on asset and input data, and the use of default or incomplete data may lead to less accurate or skewed results. The models generate forecasts and projections based on generalized scenarios rather than specific real or planned assets, and as such, they do not capture the full range of potential climate risks,	To understand how a range of plausible climate futures may impact our manufacturing, distribution, showroom, and top supplier facilities, and to test and bolster the resilience of our business strategy and net-zero transition plan, we are conducting an organization-wide scenario analysis using a set of physical scenarios (the Representative Concentration Pathways ("RCPs")) and transition scenarios. We selected RCP 8.5 to represent a scenario in

									nor do they account for correlations between risks or the impact of existing or future adaptation and resilience measures. While the results are produced using current scientific and computational methods, they remain subject to uncertainties arising from physical, political, regulatory, technological, and stakeholder-related factors, and should not be interpreted as precise predictions.	which emissions are increasing due to business-as-usual activity and radiative forcing reaches 8.5 W/m2, such that global temperature rise is about as likely as not to exceed 4°C. We selected physical climate hazards based on TCFD recommendations and relevance to our business. For example, chronic hazards selected include increasing temperature and precipitation, and acute hazards include storms, flooding, extreme heat, and winter weather.
Climate change	Climate transition scenarios ☑ Customized	☑ Qualitative	☑ Organization-wide	☑ Policy ☑ Market ☑ Reputation ☑ Technolog	☑ 1.5°C or lower	2024	☑ 2030 ☑ 2040 ☑ 2050	Local ecosystem asset interactions, dependencies and impacts	The climate scenario analysis relies on asset and input data, and the use	To understand how a range of plausible climate futures may impact our manufacturing, distribution,

publicly available climate transition scenario, please specify :Paris Aspiration , 1.5°C	y ☑ Liability	☑ Speed of change (to state of nature and/or ecosystem services) ☑ Climate change (one of five drivers of nature change) Stakeholder and customer demands ☑ Consumer sentiment ☑ Consumer attention to impact Regulators, legal and policy regimes ☑ Global regulation ☑ Level of action (from local to global) ☑ Global targets ☑ Methodologies and expectations for science-based targets Direct interaction	of default or incomplete data may lead to less accurate or skewed results. The models generate forecasts and projections based on generalized scenarios rather than specific real or planned assets, and as such, they do not capture the full range of potential climate risks, nor do they account for correlations between risks or the impact of existing or future adaptation and resilience measures. While the results are produced using current scientific and computation	showroom, and top supplier facilities, and to test and bolster the resilience of our business strategy and net-zero transition plan, we are conducting an organization-wide scenario analysis using a set of physical scenarios (the Representative Concentration Pathways ("RCPs")) and transition scenarios. We selected a customized "Paris Aspiration" scenario that reflects a global temperature rise of not more than 1.5°C by 2100, based on an assumption of radical and urgent policy response requiring rapid and systemic energy and behavioral shifts and significant

								with climate ☑ On asset values, on the corporate Macro and microeconomy ☑ Globalizing markets	al methods, they remain subject to uncertainties arising from physical, political, regulatory, technological, and stakeholder-related factors, and should not be interpreted as precise predictions.	technological innovation.
Climate change	Climate transition scenarios ☑ Customized publicly available climate transition scenario, please specify :No Policy, 4°C	☑ Qualitative	☑ Organization-wide	☑ Policy ☑ Market ☑ Reputation ☑ Technology ☑ Liability	☑ 4.0°C and above	2024	☑ 2030 ☑ 2040 ☑ 2050	Local ecosystem asset interactions, dependencies and impacts ☑ Speed of change (to state of nature and/or ecosystem services) ☑ Climate change (one of five drivers of nature change) Stakeholder and customer demands ☑ Consumer	The climate scenario analysis relies on asset and input data, and the use of default or incomplete data may lead to less accurate or skewed results. The models generate forecasts and projections based on generalized scenarios rather than specific real or planned	To understand how a range of plausible climate futures may impact our manufacturing, distribution, showroom, and top supplier facilities, and to test and bolster the resilience of our business strategy and net-zero transition plan, we are conducting an organization-wide scenario analysis using a set of physical scenarios (the Representative Concentration

				sentiment ☑ Consumer attention to impact Regulators, legal and policy regimes ☑ Global regulation ☑ Level of action (from local to global) ☑ Global targets ☑ Methodologies and expectations for science-based targets Direct interaction with climate ☑ On asset values, on the corporate Macro and microeconomy ☑ Globalizing markets	assets, and as such, they do not capture the full range of potential climate risks, nor do they account for correlations between risks or the impact of existing or future adaptation and resilience measures. While the results are produced using current scientific and computational methods, they remain subject to uncertainties arising from physical, political, regulatory, technological, and stakeholder-related factors, and should not be interpreted as precise predictions.	Pathways ("RCPs")) and transition scenarios. We selected a customized "No Policy" scenario that reflects a global temperature rise of more than 4°C by 2100, based on an assumption of policy reversals and increased energy consumption and emissions.

(5.1.2) Provide details of the outcomes of your organization’s scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

☑ Risk and opportunities identification, assessment and management
☑ Strategy and financial planning
☑ Resilience of business model and strategy
☑ Capacity building
☑ Target setting and transition planning

(5.1.2.2) Coverage of analysis

☑ Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

We are currently conducting an updated, organization-wide scenario analysis using several physical and transition scenarios across multiple near- and long-term time horizons. We will summarize key outcomes in next year's disclosure. Key outcomes of our previous scenario analysis are provided below. In 2021, we conducted a preliminary climate-related scenario analysis, which included a physical risk assessment of a subset of our owned and operated facilities, suppliers, and customers, and a transition risk assessment of the Steelcase business and key materials related to manufacturing our products. This initial analysis looked out to 2060 and encompassed North America, where the majority of our business is concentrated. This preliminary physical risk analysis using RCPs showed an increase in severity or frequency of tornadoes, hurricanes, wildfires, floods, and increased risks of extreme heat and water scarcity in regions where Steelcase and our suppliers operate. One finding was that the cost of energy usage increases in all scenarios due to an increased number of extreme heat days leading to a greater energy demand to cool facilities. This finding further drives our efforts to maximize energy efficiency and expand our onsite renewable energy capacity. Moreover, the results suggested that we should encourage suppliers to conduct their own risk analyses and to implement similar mitigation and adaptation strategies in response. We work closely with our suppliers to build their capacity to measure their emissions, assess their climate-related risks and opportunities, and set their own science-based targets. The preliminary transition risk analysis using Shared Socioeconomic Pathways ("SSPs") showed that market, policy, technology, and reputation risks for Steelcase vary across each SSP, but that the cumulative risks are comparable. SSP1, for example, highlights the importance of a circular economy, given increasing consumer sustainability requirements and a high focus on green policies. We are actively working to expand our Circular by Steelcase offerings, such as remanufacturing and sustainable decommissioning, partly in response to increased customer demand for such solutions. Finally, our key materials risk assessment using SSPs highlighted the greatest material input risks for Steelcase. The results of this piece of the analysis continue to inform our supplier engagement program, indicating a clear need to support suppliers in tracking their emissions and setting science-based targets. Overall, we have incorporated the results of these analyses into our risk management processes, provided visibility to senior leadership and the Board, and are pursuing key responses with impacts for strategy and financial planning, such as setting a science-based net-zero target, publishing a transition plan, advancing our circular economy offerings, capacity building in our supply chain, and expanding our onsite

renewable energy capacity. Once our current ongoing scenario analysis is complete, we will provide updated results to leadership and make subsequent recommendations for integration into corporate strategy and financial planning.

Water

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

☑ Risk and opportunities identification, assessment and management

(5.1.2.2) Coverage of analysis

☑ Facility

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

We have found that some facilities will have more water stress challenges than others. For example, we have plants in water stressed areas that now must have their water trucked in rather than being provided by the municipality.

(5.2) Does your organization's strategy include a climate transition plan?

(5.2.1) Transition plan

☑ Yes, we have a climate transition plan which aligns with a 1.5°C world

(5.2.3) Publicly available climate transition plan

☑ Yes

(5.2.4) Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion

☑ No, and we do not plan to add an explicit commitment within the next two years

(5.2.6) Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion

We have not yet evaluated the opportunity to make this explicit commitment. While it is unlikely that we have substantive spending on or revenue generation from activities that contribute to fossil fuel expansion – and our science-based targets help us to reduce fossil fuels we do consume – a full assessment is required to make this commitment. Moreover, we plan to update our transition plan every three years, and thus are unlikely to add this explicit commitment prior to the next scheduled update of the plan.

(5.2.7) Mechanism by which feedback is collected from shareholders on your climate transition plan

☑ We have a different feedback mechanism in place

(5.2.8) Description of feedback mechanism

In the introduction of our Net-Zero Transition Plan, we invite all stakeholders – including an explicit mention of our shareholders – to share their feedback with us. We provide an email address to which feedback can be sent. Moreover, our CEO opened a recent annual shareholder meeting with an introduction to the transition plan, on which investors could submit questions or feedback. The same ongoing opportunity exists in quarterly investor calls.

(5.2.9) Frequency of feedback collection

☑ More frequently than annually

(5.2.10) Description of key assumptions and dependencies on which the transition plan relies

Because our Net-Zero Transition Plan is primarily focused on our near-term strategies and actions over the next three years on the path to net zero, the plan does not currently rely on any significant assumptions. As we begin to look further out, we imagine that market trends, regulatory changes, and technological advancements will be important to enabling our achievement of the net-zero target. For example, we expect a certain amount of "grid greening" to occur as electric utilities make progress towards and achieve their renewable energy commitments in the decades ahead. This will reduce our scope 2 emissions and those of our suppliers. Similarly, we expect technological advancements and the commercialization of emerging technologies to be important to addressing some of the parts of our emissions footprint that are currently difficult to decarbonize. Our transition plan notes several dependencies, such as 1.5°C-aligned policies around the world and the collaboration of our stakeholders, including suppliers, customers, and peers. To implement our Net-Zero Transition Plan, the Net-Zero Strategy Team worked with the Net-Zero Oversight Committee to define the key initiatives reflected in the plan and to subsequently assign accountability across the company and identify associated budget needs. These initiatives are being closely monitored and managed within a robust project management framework to ensure success. This governance structure and project management process will be continuous on the path to net zero.

(5.2.11) Description of progress against transition plan disclosed in current or previous reporting period

Our first Net-Zero Transition Plan was published in June 2024. We are committed to reporting progress against our transition plan in our annual CDP disclosure and Impact Report.

(5.2.12) Attach any relevant documents which detail your climate transition plan (optional)

Net Zero Transition Plan 2024.pdf

(5.2.13) Other environmental issues that your climate transition plan considers

☑ Forests
☑ Plastics
☑ Water
☑ Biodiversity

(5.2.14) Explain how the other environmental issues are considered in your climate transition plan

We know that climate and nature are inextricably linked; therefore, our Net-Zero Transition Plan, while climate-focused, also addresses dependencies, impacts, risks, and opportunities for water, forests, plastics, and biodiversity. For example, our focus on designing for circularity and choosing and using materials responsibly means that we go beyond carbon to consider many other lifecycle impacts associated with our products, operations, and transportation. Our transition plan includes our commitment to improve the efficiency of our water use and reduce global water consumption, referencing water balances completed at six manufacturing locations in the reporting year. The plan also references our Sustainable Wood Policy, which defines how we develop our global product offering of sustainably managed woods, including woods with FSC or PEFC certification. Our plan further includes our commitment to phase out single-use plastics and achieve 75% overall recycled content in packaging for all Steelcase-branded products by 2030. Finally, our plan notes that we will conduct a nature assessment to more thoroughly understand our impacts and dependencies on nature and biodiversity throughout our value chain. The results of our recently completed preliminary analysis will inform the next iteration of the transition plan and the need for nature-specific targets.

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

Identification of spending/revenue that is aligned with your organization's climate transition
☑ No, and we do not plan to in the next two years

(5.9) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

(5.9.1) Water-related CAPEX (+/- % change)

0

(5.9.2) Anticipated forward trend for CAPEX (+/- % change)

0

(5.9.3) Water-related OPEX (+/- % change)

0

(5.9.4) Anticipated forward trend for OPEX (+/- % change)

0

(5.9.5) Please explain

Evaluation in process. We have not identified any substantive financial or strategic impacts on our business due to water-related issues.

(5.10) Does your organization use an internal price on environmental externalities?

Use of internal pricing of environmental externalities	Environmental externality priced
☑ Yes	☑ Carbon

(5.10.1) Provide details of your organization's internal price on carbon.

(5.10.1.1) Type of pricing scheme

☑ Shadow price

(5.10.1.2) Objectives for implementing internal price

☑ Drive energy efficiency
☑ Drive low-carbon investment
☑ Setting and/or achieving of climate-related policies and targets

(5.10.1.3) Factors considered when determining the price

☑ Existing or pending legislation
☑ Scenario analysis

(5.10.1.4) Calculation methodology and assumptions made in determining the price

This shadow price is currently applied in the analysis of our Michigan-based operational energy efficiency capital expenditures. Therefore, we defined a price based on recent carbon pricing proposals in the U.S. Congress. Exposure to a carbon pricing regulation has been identified as a risk in our risk assessment processes and in our initial scenario analysis.

(5.10.1.5) Scopes covered

☑ Scope 1
☑ Scope 2

(5.10.1.6) Pricing approach used – spatial variance

☑ Differentiated

(5.10.1.7) Indicate how and why the price is differentiated

The shadow price is applied for analysis of Michigan-based operational energy efficiency capital expenditures. Our Michigan operations represent over 50% of our scope 1 and 2 emissions.

(5.10.1.8) Pricing approach used – temporal variance

☑ Evolutionary

(5.10.1.9) Indicate how you expect the price to change over time

Because we currently use a shadow price based on recent carbon pricing proposals in the U.S. Congress, we expect to reevaluate our shadow price to evolve alongside those proposals. If at some point a proposal is passed into U.S. law, then we will no longer require this shadow price for Michigan.

(5.10.1.10) Minimum actual price used (currency per metric ton CO2e)

60

(5.10.1.11) Maximum actual price used (currency per metric ton CO2e)

60

(5.10.1.12) Business decision-making processes the internal price is applied to

☑ Capital expenditure
☑ Operations

(5.10.1.13) Internal price is mandatory within business decision-making processes

☑ No

(5.10.1.14) % total emissions in the reporting year in selected scopes this internal price covers

5

(5.10.1.15) Pricing approach is monitored and evaluated to achieve objectives

☑ Yes

(5.10.1.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives

One climate-related opportunity for our company is energy efficiency and other low-carbon investments in pursuit of our science-based targets and the achievement of our net-zero goal, which simultaneously reduces our reliance and spend on energy and market-based offsetting instruments. As the importance of these projects increased upon setting our first science-based targets in 2020, we found that the paybacks for many of the projects were extending beyond our typical two-year payback expectation. In response, the Net-Zero Core Team proposed a rule that all carbon reduction projects could instead be subject to a four-year simple payback, which would expedite the approval of related capital expenditures. The Net-Zero Oversight Committee subsequently approved the proposal. Still, we found that in Michigan – where our operations account for just over 50% of our footprint and thus where energy efficiency is most needed – the paybacks were often still exceeding the payback limit because we have contracted for particularly competitive energy prices in Michigan. In response, we made available an internal shadow price on carbon when evaluating capital expenditures on carbon reduction projects for our Michigan operations to enable even greater implementation of energy efficiency projects. This shadow price can also help to reduce the risk of an actual carbon tax, as it accelerates the reduction of our emissions that would be exposed to such a tax. Moreover, it will continue to be an important tool as we implement our net-zero transition plan. We continue to evaluate the opportunity for a regionally specific shadow price in all regions where we operate, with annual updates based on related external factors.

(5.11) Do you engage with your value chain on environmental issues?

Suppliers

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change
☑ Forests

Smallholders

(5.11.1) Engaging with this stakeholder on environmental issues

☑ No, and we do not plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

☑ Judged to be unimportant or not relevant

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Our suppliers are large-scale distributors or manufacturers, and we do not source from smallholders. While we acknowledge the environmental impact of small-scale farming, our supply chain is not set up to work with smallholders. As a result, we focus our efforts on working with our existing suppliers to ensure they meet our sustainability standards and reduce their environmental footprint.

Customers

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change
☑ Forests

Investors and shareholders

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change

Other value chain stakeholders

(5.11.1) Engaging with this stakeholder on environmental issues

☑ No, and we do not plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

☑ Judged to be unimportant or not relevant

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

There are no other relevant value chain stakeholders to engage on environmental issues.

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

☑ Contribution to supplier-related Scope 3 emissions
☑ Impact on pollution levels

(5.11.1.3) % Tier 1 suppliers assessed

☑ 26-50%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Steelcase identifies suppliers with substantive environmental impacts based on their contribution to scope 3 emissions. Suppliers in the top 80% of emissions from purchased goods and services, and transportation and distribution are prioritized for engagement, ensuring focus on those with the greatest impact on our value chain emissions.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

☑ 1-25%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

19

Forests

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

☑ Dependence on commodities
☑ Impact on deforestation or conversion of other natural ecosystems

(5.11.1.3) % Tier 1 suppliers assessed

☑ 1-25%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

We define suppliers as having substantive dependencies and/or impacts on the environment if they meet either of the following criteria: (1) they collectively account for 80% of our wood material procurement spend, as they represent the majority of our sourcing and therefore have the most significant influence on our environmental footprint; or (2) they are FSC or PEFC certified suppliers, regardless of spend, given their direct link to sustainable forest management and conservation outcomes.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

☑ 1-25%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

59

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

☑ Material sourcing
☑ Procurement spend
☑ Product lifecycle
☑ Regulatory compliance
☑ Leverage over suppliers
☑ Strategic status of suppliers
☑ Product safety and compliance
☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to climate change

(5.11.2.4) Please explain

We encourage our suppliers to measure and publicly disclose their greenhouse gas emissions to improve the quality of our primary supply chain emissions data and to prepare them for setting science-based targets. Our scope 3 emissions for supplier-related categories are currently calculated using an average data methodology informed by product Life Cycle Assessments ("LCA"), with emissions allocated to suppliers based on both their strategic importance and procurement spend. All suppliers included in our Global Supplier Scorecard are part of our engagement efforts. However, we prioritize a subset of strategic suppliers who are considered to have substantive climate-related impacts. This prioritization is based on two key criteria: consistently high annual spend and inclusion in high-risk material categories

identified through our climate-related scenario analysis. These high-risk categories—such as steel and iron, textiles, urethane products, glass, and plastics—are associated with carbon-intensive production processes and are therefore more likely to contribute significantly to our upstream emissions. By focusing engagement on these suppliers, we aim to drive the greatest emissions reductions and resilience across our value chain.

Forests

(5.11.2.1) Supplier engagement prioritization on this environmental issue

☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to forests
☑ Material sourcing
☑ Procurement spend
☑ Product safety and compliance
☑ Regulatory compliance

(5.11.2.4) Please explain

We prioritize suppliers based on substantive forest-related dependencies/impacts and key risk factors. We engage suppliers meeting either: (1) 80%+ of wood procurement spend, or (2) FSC/PEFC certification. Additional prioritization considers material sourcing, spend volume, safety, and compliance.

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

	Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process	Policy in place for addressing supplier non-compliance
Climate change	☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts	☑ Yes, we have a policy in place for addressing non-compliance
Forests	☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts	☑ Yes, we have a policy in place for addressing non-compliance

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

☑ Setting a science-based emissions reduction target

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ Off-site third-party audit

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 26-50%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

☑ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

☑ 26-50%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

☑ 100%

(5.11.6.11) Procedures to engage non-compliant suppliers

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

Forests

(5.11.6.1) Environmental requirement

☑ Compliance with an environmental certification, please specify :FSC and PEFC

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ Certification

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 1-25%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 1-25%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

☑ 1-25%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

☑ 1-25%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

☑ None

(5.11.6.11) Procedures to engage non-compliant suppliers

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

We maintain an internal system to record and monitor compliance documents, such as TSCA Title VI certifications, and regularly review their validity. For documents older than three years, we proactively request updated versions from suppliers to ensure ongoing compliance. This process allows us to identify and address potential issues promptly. We also evaluate our suppliers' compliance status through the FSC and PEFC. We track our suppliers' certification status on a quarterly basis to ensure that they maintain valid certification, and when the status becomes suspended, terminated, or close to expiration, we engage with the supplier to ensure that the certification remains current. By enforcing FSC/PEFC certification, we ensure that our suppliers source their wood and paper products from responsibly managed forests and avoid illegal and unethical practices.

Climate change

(5.11.6.1) Environmental requirement

☑ Disclosure of GHG emissions to your organization (Scope 1, 2 and 3)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ First-party verification
☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 51-75%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

☑ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

☑ 100%

(5.11.6.11) Procedures to engage non-compliant suppliers

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

Climate change

(5.11.6.1) Environmental requirement

☑ Environmental disclosure through a public platform

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ First-party verification
☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 51-75%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

☑ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

☑ 26-50%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

☑ 100%

(5.11.6.11) Procedures to engage non-compliant suppliers

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

Climate change

(5.11.6.1) Environmental requirement

☑ Reporting against a sustainability index (e.g., DJSI, CDP etc.)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ First-party verification
☑ Off-site third-party audit
☑ Supplier scorecard or rating

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 76-99%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 76-99%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

☑ 76-99%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

☑ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

☑ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

☑ None

(5.11.6.11) Procedures to engage non-compliant suppliers

☑ Providing information on appropriate actions that can be taken to address non-compliance

(5.11.6.12) Comment

(5.11.7) Provide further details of your organization’s supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to measure GHG emissions

☑ Provide training, support and best practices on how to set science-based targets

Financial incentives

☑ Feature environmental performance in supplier awards scheme

Information collection

☑ Collect GHG emissions data at least annually from suppliers

☑ Collect targets information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

☑ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Our near-term science-based target includes a commitment to engage 80% of our suppliers by emissions to set their own science-based targets by 2025. This target addresses emissions from purchased goods and services as well as upstream transportation and distribution. To support this goal, we engage all supplier represented on our Global Supplier Scorecard, which makes up 80% of our total procurement spend. This includes direct materials, vended finished goods, and logistics suppliers. Service suppliers are excluded from this engagement due to their negligible proportion of spend and limited emissions impact, which reduces our ability to meaningfully influence their climate-related actions. Our supplier engagement strategy is designed to improve the accuracy of our scope 3 emissions data, assess supplier progress toward setting SBTs, and create a reinforcing mechanism that supports our own decarbonization goals. As suppliers reduce emissions in

their operations and products, we gain more opportunities to decarbonize our own value chain. We track progress through four key indicators: submission of emissions data, public disclosure of the data, commitment to the Science Based Targets initiative, and the establishment of SBTi-validated targets. At the end of the reporting year, 18% of suppliers by emissions had set validated targets and 42% had committed to the SBTi, meeting our interim target for the most critical indicator. However, we fell short of our interim goals for the other indicators, which suggests that many suppliers are still building the capacity needed to set targets. Our supplier engagement target will sunset at the end of 2025. However, our commitment to supporting suppliers on their climate change mitigation journeys will continue. We continue providing resources, tools, and guidance to help suppliers understand and implement SBTs. Our Global Supplier Scorecard will remain a key mechanism for tracking progress and encouraging transparency. Additionally, we will continue to leverage the Steelcase Carbon Reduction Leader recognition to celebrate and incentivize suppliers who demonstrate leadership in emissions reductions and target setting. These ongoing initiatives ensure that, even beyond the formal target period, we sustain momentum toward our broader net-zero goals and foster a resilient, low-carbon supply chain.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

☑ Yes, please specify the environmental requirement :Setting science-based targets

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

☑ Yes

Forests

(5.11.7.1) Commodity

☑ Timber products

(5.11.7.2) Action driven by supplier engagement

☑ Upstream value chain transparency and human rights

(5.11.7.3) Type and details of engagement

Capacity building

☑ Develop or distribute resources on how to map upstream value chain

Financial incentives

☑ Feature environmental performance in supplier awards scheme

Information collection

☑ Collect environmental risk and opportunity information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

☑ 1-25%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

☑ 1-25%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

We require our suppliers to comply with the Steelcase Supplier Code of Conduct, which sets out the company's expectations regarding human rights, including labor rights, ethical conduct, and environmental responsibility. When engaging with suppliers on the topic of upstream value chain transparency and human rights, Steelcase aims to promote transparency in the supply chain and ensure that suppliers are aware of their responsibilities regarding human rights. We also perform annual assessments through supplier engagement to collect data on certifications, tree species, wood origins, and compliance documents. This engagement includes raising awareness of potential risks and working collaboratively with suppliers to mitigate those risks. The effect of this engagement is that it helps to ensure that Steelcase products are produced in a manner that respects human rights and protects the environment throughout the entire supply chain.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

☑ No, this engagement is unrelated to meeting an environmental requirement

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

☑ Yes

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

☑ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing
☑ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services
☑ Share information about your products and relevant certification schemes
☑ Share information on environmental initiatives, progress and achievements

Innovation and collaboration
☑ Align your organization's goals to support customers' targets and ambitions
☑ Run a campaign to encourage innovation to reduce environmental impacts

(5.11.9.3) % of stakeholder type engaged

☑ 100%

(5.11.9.4) % stakeholder-associated scope 3 emissions

☑ 100%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We engage our customers, dealers, and the architecture & design ("A&D") community to support their climate transition plans by providing transparent, science-based information and practical solutions that help them reduce their environmental impact. Our engagement is designed to empower customers with the knowledge

necessary to make climate-conscious decisions in their procurement and operational choices. This includes direct engagement through one-on-one meetings, group presentations, and responses to formal RFIs and RFPs, as well as broader outreach via our public Impact Report, materiality assessments, website, and third-party platforms (e.g., SBTi and CDP). We provide detailed information on our SBTs, carbon neutrality strategy, and product-level sustainability attributes, like embodied carbon, energy, and recycled content. These disclosures help customers assess the impact of their purchasing decisions and align their supply chain choices with their own emissions reduction goals. Our use of platforms like Origin and Ecomedes enables customers to access real-time environmental product data, supporting their efforts to track scope 3 emissions. Additionally, we offer third-party certified products and services—such as CarbonNeutral® certified furniture, BIFMA LEVEL®, NF Environment, Blauer Engel, Green Tick, and Declare certifications, and ISO 14001 and 50001 certified operations—that help customers meet green building standards and internal sustainability benchmarks. Our circular economy initiatives, including remanufactured furniture and end-of-use services, provide customers with pathways to reduce waste and embodied carbon, directly contributing to their climate transitions. In FY2025, we dramatically increased the recycled content in our top-selling chairs. Targeting popular, high-volume products like Series 1 and Leap maximizes our impact and shows sustainability can scale. As a result of this effort, we've doubled the amount of recycled content in our high-performance seating portfolio. By equipping our sales and dealer networks with comprehensive ESG training/tools (including net-zero training), we ensure that every customer interaction reinforces our shared climate objectives. This engagement model not only builds trust and transparency but also enables our customers to make measurable progress toward their climate goals through informed procurement and partnership with Steelcase.

(5.11.9.6) Effect of engagement and measures of success

We assess the effectiveness of our customer engagement through performance indicators and observed behavioral shifts. Engagement has led to a 45% increase in sustainability-related sales cases over the past two years, reflecting alignment between our climate strategy and customer procurement. We've seen a rise in sustainability-related inquiries in RFIs and RFPs, showing our messaging is influencing expectations and purchasing criteria. Attendance at ESG training and quarterly calls continues to grow, with increasingly sophisticated questions indicating a deeper level of engagement. Usage metrics from platforms like Origin and Ecomedes show sustained growth, suggesting customers actively use our tools to inform decisions. Adoption of circular economy solutions—remanufactured furniture and end-of-use services—has expanded, helping customers reduce scope 3 emissions and landfill waste. These outcomes show our engagement drives awareness and tangible environmental benefits. Our expansion of third-party certified products and ISO 14001 verification across all global manufacturing sites reinforces our credibility. Our goal is to ensure 100% of sales colleagues and dealers can effectively communicate our climate strategy to support informed, climate-positive decisions.

Forests

(5.11.9.1) Type of stakeholder

☑ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Share information about your products and relevant certification schemes

(5.11.9.3) % of stakeholder type engaged

☑ 26-50%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

We understand the importance of transparency and trust in building positive relationships with our customers. By sharing information about our products, we enable our customers to make more informed purchasing decisions. We provide detailed information about products' features, benefits, sustainability attributes, and independently verified certification schemes, such as FSC and PEFC. The scope of this engagement includes any customer interests in FSC- or PEFC-certified products, and Steelcase's sustainable sourcing practices in general.

(5.11.9.6) Effect of engagement and measures of success

This engagement helps to differentiate Steelcase in the market and drive demand for third-party certified products. Success is anticipated to be measured through increased sales of certified products, stronger customer relationships, and higher percentages of certified or responsibly sourced materials.

Climate change

(5.11.9.1) Type of stakeholder

☑ Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

☑ 100%

(5.11.9.4) % stakeholder-associated scope 3 emissions

☑ Unknown

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Steelcase actively engages with investors and shareholders to ensure transparency and alignment on our ESG priorities. Our Director of Investor Relations and Financial Planning, along with our Chief Financial Officer, regularly communicates updates on our ESG initiatives, progress, and achievements during investor conferences and one-on-one meetings. These updates are designed to inform stakeholders of our sustainability performance and strategic direction. In addition, we provide targeted updates on our sustainability strategy—including our science-based targets and carbon neutral commitment—during investor calls, particularly when requested by stakeholders. A summary of our strategy and goals is also included in our quarterly investor presentation, publicly available at ir.steelcase.com. This engagement helps build investor confidence and supports informed decision-making. Looking ahead, we intend to continue our climate-related engagement with investors. This will include proactive outreach to raise awareness, solicit feedback, and incorporate investor perspectives into the execution of our net-zero strategy. This approach ensures that our climate-related goals are both ambitious and responsive to stakeholder expectations.

(5.11.9.6) Effect of engagement and measures of success

Investor engagement plays a critical role in supporting Steelcase's transition to a net-zero future. By actively involving investors in our climate strategy, we aim to enhance transparency, mitigate climate-related financial risks, and create long-term value. Our engagement efforts are designed to raise awareness of our net-zero transition plan, encourage dialogue, and incorporate investor feedback into our strategic decision-making. The effectiveness of this engagement is measured by both the level of investor interest—such as the number of inquiries and requests for information related to our sustainability strategy—and the quality of feedback received during investor meetings and calls. These metrics help us assess the relevance of our disclosures and the alignment of our climate strategy with investor expectations. As we implement our net-zero transition plan, we will continue to refine our approach to ensure it drives meaningful investor participation and supports our long-term climate goals.

C6. Environmental Performance - Consolidation Approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

Table (6.1)

Category	Consolidation approach used	Provide the rationale for the choice of consolidation approach
Climate change	☑ Financial control	Our FY2025 greenhouse gas inventory has been prepared according to the financial control consolidation approach as defined by the GHG Protocol. Consistent with this approach, Steelcase accounts for GHG emissions from its locations for which it has financial control, and where it can influence decisions that impact GHG emissions. This includes all owned facilities and vehicles operated by Steelcase, and facilities for which Steelcase owns the major emissions-generating equipment.
Forests	☑ Financial control	Our FY2025 forest response has been prepared according to the financial control consolidation approach as defined by the GHG Protocol, in line with our climate reporting methodology.

Water	☑ Financial control	Our FY2025 inventory has been prepared according to the financial control consolidation approach as defined by the GHG Protocol, plus two additional facilities (Rancho Cucamonga and Riyadh Plant) that fall outside of this boundary but are located in water-stressed areas.

C7. Environmental performance - Climate Change

(7.1) Is this your first year of reporting emissions data to CDP?

☑ No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Has there been a structural change?
☑ No

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

(7.1.2.1) Change(s) in methodology, boundary, and/or reporting year definition?

☑ Yes, a change in methodology

(7.1.2.2) Details of methodology, boundary, and/or reporting year definition change(s)

In FY2025, we completed our transition to a new greenhouse gas and energy management software. As part of this transition, we identified and corrected errors in both our base year and most recent year inventories. Additionally, the new software incorporated updated and more accurate emission factors, which contributed to changes in our reported emissions. We also implemented improved calculation methodologies that significantly impacted our base year emissions for the following scope 3 categories: category 1, category 7, category 11, and category 12. Details regarding the updated methodology and the resulting base year recalculations are provided in questions 7.1.3 and 7.5.

(7.1.3) Have your organization’s base year emissions and past years’ emissions been recalculated as a result of any changes or errors reported in 7.1.1 and/or 7.1.2?

(7.1.3.1) Base year recalculation

☑ Yes

(7.1.3.2) Scope(s) recalculated

☑ Scope 1
☑ Scope 2, location-based
☑ Scope 3

(7.1.3.3) Base year emissions recalculation policy, including significance threshold

In accordance with the GHG Protocol's Corporate Standard and to make meaningful comparisons of emissions data overtime, Steelcase's uses a “fixed base year” approach to recalculating emissions, with a current base year of FY2020 (March 2019 – February 2020). As required by the SBTi, Steelcase utilizes a significance threshold of 5% of total base year emissions or target boundary emissions for any structural changes to determine if a base year recalculation is necessary. This policy is applied consistently and symmetrically, meaning we commit to recalculating our base year emissions for both increases and decreases in emissions resulting from structural changes. The methodology changes outlined in 7.1.2 collectively triggered our 5% significance threshold and were applied to our base year inventory. The changes also triggered our 5% significance threshold for our two near-term scope 3 targets and our long-term net-zero target, both of which will be updated and revalidated in the next fiscal year. Cumulative changes to our near-term scope 1 and 2 emissions did not trigger our 5% significance threshold and thus, the target will remain unchanged. The methodology changes pertaining to the software transition prompted a recalculation of past years' (FY2021-FY2024) scope 1 and 2 emissions to ensure consistent year-over-year comparisons. The recalculated interim years' scope 1 and 2 emissions are disclosed in 7.8.1 of this year's response.

(7.1.3.4) Past years’ recalculation

☑ Yes

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

☑ Smart Freight Centre: GLEC Framework for Logistics Emissions Methodologies

☑ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
☑ The Greenhouse Gas Protocol: Scope 2 Guidance
☑ The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard
☑ US EPA Center for Corporate Climate Leadership: Direct Fugitive Emissions from Refrigeration, Air Conditioning, Fire Suppression, and Industrial Gases

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

Scope 2, location-based	Scope 2, market-based	Comment
☑ We are reporting a Scope 2, location-based figure	☑ We are reporting a Scope 2, market-based figure	

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

☑ No

(7.5) Provide your base year and base year emissions.

Table (7.5)

Category	Base year end	Base year emissions (metric tons CO2e)	Methodological details
Scope 1	02/29/2020	47,048	Steelcase's FY2020 scope 1 emissions include direct GHG emissions from mobile and stationary combustion. Primary data was obtained from utility invoices where available. Where utility data was not available, consumption was estimated based on facility square footage. Mobile Combustion: Diesel, gasoline and jet fuel are used across multiple global sites for owned vehicles and fleets. Emission factors for diesel and gasoline were sourced from the U.S. Environmental Protection Agency ("EPA") GHG Emission Factor Hub (2020). Emission factors for jet fuel were sourced from The Climate Registry 2019 Gen. Reporting Protocol – USA Transport. Stationary Combustion: Natural gas is primarily used for heating and machinery operations across various sites, including paint lines and steam generation. Emission factors for natural gas were sourced from The Climate Registry 2019 Gen. Reporting Protocol – USA Transport. Propane and LPG are used at select sites. Emission factors for these fuel types were sourced from US EPA GHG Emission Factor Hub (2020).

Scope 2 (location-based)	02/29/2020	76,515	In FY2020, scope 2 emissions were calculated for all in-boundary sites, excluding Hangar- GRR Aviation, which was a leased site used for tracking fuel usage in owned jets. Building emissions for Hangar- GRR Aviation are included in scope 3 category 8: upstream leased assets. Primary data was obtained from utility invoices where available. Where utility data was not available, consumption was estimated based on facility square footage. Location-based emissions were calculated using the average emissions intensity of the grids where energy was consumed. Emission factors were sourced from the IEA Emission Factors Package (2019 edition) for sites in China, Czech Republic, France, Germany, India, Malaysia, and Mexico; the UK Department for Environment, Food & Rural Affairs ("DEFRA") 2020 Conversion Factors for sites in the United Kingdom; and the U.S. EPA's eGRID 2020 for sites in the United States.
Scope 2 (market-based)	02/29/2020	0	Under the market-based method, emissions reflect the characteristics of the electricity that a company has purposefully procured. Steelcase has sourced 100% renewable electricity globally since 2014. This is primarily achieved through a 12-year virtual power purchase agreement ("VPPA") with a wind farm in Grant Plains, Oklahoma. The renewable energy certificates ("RECs") from this VPPA cover 100% of Steelcase's U.S. electricity consumption, which represents approximately half of the company's global electricity use. To account for the remaining non-U.S. consumption, Steelcase purchases energy attribute certificates ("EACs") annually, matched to the country of consumption. As a result of these purchases, Steelcase's market-based scope 2 emissions are zero for each reporting year.
Scope 3 category 1: Purchased goods and services	02/29/2020	1,567,373	In FY2025, Steelcase recalculated scope 3, category 1 emissions for our base year (FY2020) to reflect improved data quality and methodology. Emissions were calculated using a hybrid of average-data and spend-based methods. For products with active FY2025 LCAs, we adjusted material emissions coefficients to reflect FY2020 conditions, enabling more accurate estimation of cradle-to-gate emissions from core manufactured products such as seating, tables, systems, screens, and storage. These recalculated intensities were applied to FY2020 sales volumes. For products without LCAs, weighted average emissions intensities were developed by category and region, based on the updated FY2020 data. Vended finished goods—including ancillary, architectural, and technology products—were assessed using a spend-based method. Emissions from our subsidiaries' purchased goods and services were also calculated using a spend-based method. Emissions were calculated using the EORA U.S. Input-Output Tables (2015), with spend values converted to reporting-year dollars using an inflation factor provided by our finance team. By aligning our calculation approach across years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 2: Capital goods	02/28/2020	5,892	In FY2025, Steelcase recalculated scope 3, category 2 emissions using a spend-based methodology and improved emission factors. Capital expenditure data was collected from internal finance teams and all subsidiaries and compiled in USD. Where necessary, currency conversions were applied using exchange rates available at the time of reporting. For each function, Steelcase applied emission factors from the EORA66 multi-region input-output ("MRIO") model, managed in our GHG and energy management software. Factors were selected based on the nature of spend, and when expense details were unclear, conservative default factors were used. EORA66 emission factors are updated annually within our GHG and energy management software, eliminating the need for manual inflation adjustments. By aligning our calculation approach across years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 3: Fuel-and-energy-	02/29/2020	33,165	In FY2025, Steelcase recalculated scope 3, category 3 emissions to correct for a method error and to account for the upstream (well-to-tank, or "WTT") emissions associated with purchased fuels and electricity, as well as lifecycle emissions from transmission and distribution losses. For purchased fuels, fuel consumption by type—including company vehicle fuel captured in scope 1—was multiplied by corresponding WTT emission factors

related activities (not included in Scope 1 or 2)			from the UK DEFRA database. For purchased electricity, direct emission factors by location were combined with DEFRA's recommended indirect-to-direct emissions ratio to estimate WTT electricity emissions globally. Transmission and distribution losses were calculated by applying country- or state-specific grid loss factors to electricity consumption. Both direct and indirect emission factors were then applied to these losses to capture the full lifecycle emissions. The total fuel- and energy-related activity ("FERA") emissions were derived by summing the WTT emissions from fuel and electricity with the combined emissions from transmission and distribution losses. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 4: Upstream transportation and distribution	02/29/2020	117,238	This category includes emissions from the upstream transportation of goods, including shipments between Steelcase's tier 1 suppliers and company operations, as well as all other third-party freight paid for by a Steelcase entity. Where accurate distance and weight data were available, a distance-based method was used to calculate tank-to-wheel ("TTW") emissions, applying mode-specific emission factors from the U.S. EPA GHG Emission Factors Hub (2020, Table 8). In regions where such data was unavailable, a spend-based method was used. Transportation spend was mapped to relevant sectors in the EORA U.S. Input-Output Tables (2015) and converted to reporting year dollars using a Steelcase-specific inflation factor. Well-to-tank emissions were calculated using DEFRA transport-mode-specific emission factors where distance data was available. For spend-based calculations, a WTT:TTW ratio was derived by transport mode using available distance data and then applied to TTW emissions. Total well-to-wheel ("WTW") emissions were calculated by summing TTW and WTT values across both methods.
Scope 3 category 5: Waste generated in operations	02/29/2020	8,725	In FY2025, Steelcase recalculated scope 3, category 5 emissions using our new GHG and energy management software. This category includes emissions from third-party disposal and treatment of waste generated at Steelcase-owned or controlled sites. A waste-type-specific method was used to calculate emissions. Where available, waste quantities were sourced from utility invoices. For sites lacking invoice data, estimates were made using secondary data such as container size and pickup frequency. Emission factors were applied by waste type and disposal method using the U.S. EPA GHG Emission Factors Hub (2020, Table 9), with all waste volumes converted to U.S. tons for consistency. Emissions data is tracked in our GHG and energy management software, and waste-related emission factors are reviewed and updated annually within the platform to ensure alignment with the most current EPA guidance. By aligning our calculation approach across years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 6: Business travel	02/29/2020	19,882	This category includes emissions from the transportation of Steelcase employees for business-related activities in vehicles owned or operated by third parties. A combination of fuel-based, distance-based, average-data, and spend-based methods were used, depending on data availability. Where distance or fuel data were available for air, rail, rental cars, and personal vehicle travel, emissions were calculated using emission factors from the U.S. EPA GHG Emission Factors Hub (2020, Table 10) and the UK DEFRA Conversion Factors (2020). Emissions from hotel stays were calculated using DEFRA average-data emission factors when country and number of nights stayed could be determined. Where travel data was incomplete, a spend-based method was applied using EORA U.S. Input-Output emission factors (2015), adjusted to reporting-year dollars using a Steelcase-specific inflation factor. The methodology above was used to calculate tank-to-wheel emissions. Where distance data was available, well-to-tank emissions were calculated using DEFRA transport-mode-specific WTT factors. For spend-based calculations, WTT emissions were estimated by applying a WTT:TTW ratio derived from the distance-based method by transport mode.

Scope 3 category 7: Employee commuting	02/29/2020	31,537	In FY2025, Steelcase developed a new calculation methodology for scope 3, category 7 emissions to improve accuracy and consistency across reporting years. The Net-Zero Strategy Team partnered with the Global Talent Team to develop and distribute a global employee commuting survey to estimate commuting-related emissions. The survey was fielded in 11 languages to both hourly and salaried employees at locations with 50 or more employees and achieved a 43.5% response rate. The survey captured commuting frequency, distance, transportation mode, and vehicle type. Where applicable, additional details such as fuel efficiency or carpool participation were collected. Responses were processed and converted into annual distance traveled and fuel consumption, and associated emissions were calculated using UK DEFRA Conversion WTW Factors (2024) for all transportation modes. Emissions from personal vehicles were calculated using fuel- or distance-based factors depending on data availability. Mode-specific, distance-based emission factors were used to calculate emissions from public transit and electric bicycles. All usable responses were coded and matched to employee headcounts by location and job type. A weighting system was applied to scale survey results to represent the full Steelcase population, ensuring accurate representation of emissions across global locations. Zero-emissions commuting (e.g., walking, biking) distances were considered for a full representation of commuting modes. Using the weighted survey results, Steelcase calculated emissions per employee by region and location type. These intensity values were then applied to FY2025 headcounts to estimate base year emissions from employee commuting. This updated baseline supports more reliable year-over-year tracking toward our net-zero target.
Scope 3 category 8: Upstream leased assets	02/29/2020	10,040	In FY2025, Steelcase recalculated scope 3, category 8 emissions using our new GHG and energy management software. This category includes emissions from the operation of building assets leased by Steelcase in the reporting year. Emissions were calculated using a combination of the asset-specific method and the average-data method, depending on data availability. Where available, fuel consumption and purchased electricity data were collected from utility invoices. Emission factors for stationary combustion were sourced from the U.S. EPA GHG Emission Factors Hub (2020, Table 1). Electricity emission factors were sourced from EPA eGRID (2020) for U.S. facilities, DEFRA Conversion Factors (2020) for European sites, and the IEA CO_2 Emissions database for all other regions. For sites without accessible utility data, estimates were based on building area and energy intensity factors from the 2018 Commercial Buildings Energy Consumption Survey ("CBECS") for electric power and natural gas. Using a new GHG and energy management software significantly reduced the need for manual calculations and improved the accuracy of emissions accounting for this category. Emissions data and associated factors are now managed and updated within the new software, ensuring consistency and alignment with the most current guidance. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 9: Downstream transportation and distribution	02/29/2020	34,263	In FY2025, Steelcase recalculated scope 3, category 9 emissions to include a newly discovered data source, and used our new GHG and energy management software. This category includes emissions from downstream transportation and distribution of sold products in vehicles not owned or controlled by Steelcase. As Steelcase typically pays for product delivery directly to customers or retailers, these emissions are captured under upstream transportation (category 4), and no separate downstream transport emissions were generated in the reporting year. In FY2025, Steelcase identified a previously excluded emissions source: building energy use from our independent dealer building network. To address this, dealer building square footage and location data were collected for North America and entered into our new GHG and energy management software, which estimated electricity and natural gas use and applied regional emission factors. This automation reduced manual calculations and thus improved data accuracy. In the absence of data for APAC and EMEA, we assumed dealer networks were similar in size and multiplied AMER dealer emissions by three to estimate total

			global dealer-related emissions. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 10: Processing of sold products	02/29/2020	0	This category includes emissions from the processing of sold intermediate products. We sell only finished workplace solutions; therefore, this category is not relevant.
Scope 3 category 11: Use of sold products	02/29/2020	21,550	In FY2025, Steelcase recalculated scope 3, category 11 emissions using an improved sales data source and emission factors. This category includes emissions from the direct use-phase of Steelcase products. Most of our products do not generate emissions during normal use; however, products with integrated technology—such as height-adjustable desks ("HADs") and task lighting—consume electricity and were included in the reporting year. For HADs, energy use is reported in kWh per hour of operation in our Product Specification Guides. Assuming a 10-year lifespan and one adjustment per business day, lifetime energy consumption is estimated per product sold. For task lighting, most models use LED bulbs with an average lamp life of 50,000 hours. Lifetime energy use is calculated accordingly. Total lifetime energy use per product sold was multiplied by the number of units sold during the reporting year to estimate total energy use in the reporting year. U.S. EPA eGRID (2020) emission factors were applied for products sold in AMER and APAC, and DEFRA Conversion Factors (2020) were applied for products sold in EMEA. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 12: End of life treatment of sold products	02/29/2020	109,752	In FY2025, Steelcase recalculated scope 3, category 12 emissions using the same methodology applied to category 1: purchased goods and services. End-of-life ("EOL") treatment of sold product emissions were calculated using an average-data method. The EOL emission coefficients from product LCAs, corresponding to the C3 - waste processing and C4 - disposal life cycle stages, were applied to the total volume of products sold in FY2020. These coefficients reflect downstream waste treatment processes such as waste processing and disposal, and it was assumed that waste processing and disposal methods did not change significantly between the base year and most recent year, and thus the coefficients did not require adjustment for the base year recalculation. To calculate emissions from the EOL treatment of products without LCAs, Steelcase developed average EOL emission coefficients by product category, weighted by total products sold in FY2020. These coefficients were applied to the remaining products sold in the base year. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 13: Downstream leased assets	02/29/2020	134	In FY2025, Steelcase recalculated scope 3, category 13 emissions using our new GHG and energy management software. This category includes emissions from the operation of building assets that were owned by Steelcase, leased to other entities in the reporting year and not already included in our scope 1 and scope 2 inventories. Emissions were calculated using a combination of the asset-specific method and the average-data method, depending on data availability. Where available, fuel consumption and purchased electricity data were collected from utility invoices. Emission factors for stationary combustion were sourced from the U.S. EPA GHG Emission Factors Hub (2020, Table 1). Electricity emission factors were sourced from EPA eGRID (2020) for U.S. facilities, DEFRA Conversion Factors (2020) for European sites, and the IEA CO_2 Emissions database for all other regions. For sites without accessible utility data, estimates were based on building area and energy intensity factors from the 2018 CBECS for electric power and natural gas. Using a new GHG and energy management software significantly reduced the need for manual calculations and improved the accuracy of emissions accounting for this category. Emissions data and associated factors are now managed and updated

			within the new software, ensuring consistency and alignment with the most current guidance. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Scope 3 category 14: Franchises	02/29/2020	0	Steelcase does not franchise; therefore, this category is not relevant.
Scope 3 category 15: Investments	02/29/2020	0	FY2020 emissions from Steelcase Jeraisy's Riyadh Plant—a joint venture between Jeraisy Group and Steelcase Inc.—were originally categorized under scope 1 and 2. In FY2025, it was determined that these emissions had been prematurely moved between scopes before our significance threshold for boundary changes was met. As a result, during the FY2025 recalculation of our scope 3 boundary, the original scope 1 and 2 boundary was maintained. To prevent double-counting, these emissions are reported only under scopes 1 and 2.
Scope 3: Other (upstream)	02/29/2020	0	We do not have any other upstream scope 3 emissions; therefore, this category is not relevant.
Scope 3: Other (downstream)	02/29/2020	0	We do not have any other downstream scope 3 emissions; therefore, this category is not relevant.

(7.6) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Table (7.6)

Category	Gross global Scope 1 emissions (metric tons CO2e)	Methodological details	End date
Reporting year	32,542	Scope 1 emissions are direct GHG emissions from sources owned or controlled by Steelcase. In the reporting year, emissions were reported across four categories: mobile combustion, stationary combustion, fugitive emissions (refrigerants), and dry ice use. Primary data was collected from utility invoices where available. Estimates were only required for gasoline use at the MI Owned Vehicles virtual site and refrigerant use at the Reynosa Plant. All emission factors are managed within our new GHG and energy management software. Mobile combustion emissions were generated by owned vehicles using diesel and gasoline. Diesel was consumed at Kentwood Fleet Operations and at six global plants, while gasoline was used in Michigan (tracked via a virtual site), as well as at Rosenheim and Tijuana. Emission factors were primarily sourced from the U.S. EPA (2024–2025) and DEFRA (2024), depending on region. Stationary combustion emissions came primarily from natural gas used for space heating or powering equipment. Natural gas was consumed at over 15 global sites, with steam generation at Kentwood Energy Center. Propane and LPG were also used at select sites, though the end use was not always specified. As with mobile fuels, EPA and DEFRA emission factors were applied based on site location. Fugitive emissions from refrigerants were calculated using the purchased gases	

		method across 11 active sites. Only Kyoto Protocol gases were included in our scope 1 inventory. Emission factors were sourced from either the California Air Resources Board ("CARB") or DEFRA and are managed in Envizi. Non-Kyoto gases like HCFC-22 and HCFC-123 were excluded. Dry ice is used at the Caledonia Wood Plant for equipment cleaning. Upon sublimation, dry ice releases 1 $kgCO_2e$ per kg. In FY2025, 19,000 lbs were used, and a custom emissions factor (0.453592 $kgCO_2e$/lb), verified via internal correspondence, was applied and managed within our GHG and energy management software.	
Past year 1	31,526	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 1 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/29/2024
Past year 2	36,990	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 1 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2023
Past year 3	35,297	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 1 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2022
Past year 4	33,003	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 1 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2021
Past year 5	47,048	In FY2025, Steelcase determined that previous scope 1 and 2 recalculations had been made prematurely—before meeting our 5% significance threshold. As a result, we reverted to the originally reported scope 1 and 2 values used to set our near-term science-based targets. Moving forward, we are actively monitoring cumulative changes to assess their impact against this threshold and remain committed to applying our 5% significance policy consistently to ensure the integrity of our emissions reporting and target tracking.	02/29/2020

(7.7) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

Table (7.7)

Category	Gross global Scope 2, location-based emissions (metric tons CO2e)	Gross global Scope 2, market-based emissions (metric tons CO2e)	Methodological details	End date

Reporting year	53,304	0	Scope 2 emissions, which result from the purchase of electricity, steam, heat, or cooling, were calculated for all in-boundary Steelcase sites in the reporting year, excluding Kentwood Fleet Operations and MI Owned Vehicles (virtual sites for tracking fuel use). All data were derived from primary utility invoices; no estimates were used in the reporting year. Location-based emissions were calculated using the average emissions intensity of the grids where energy was consumed. Emission factors were sourced from the IEA Emission Factors Package (2023-2024) for sites in China, Czech Republic, France, Germany, India, Malaysia, and Mexico; DEFRA 2024 Conversion Factors for sites in the United Kingdom; and U.S. EPA eGRID (2022-2023 and 2023-2024) for sites in the United States. Steelcase manages these factors in our new energy and GHG management software and applies the “published year” method—e.g., eGRID 2022 is applied to CY2024 data, and eGRID 2023 to early 2025. On-site solar energy was generated at our Stribro Plant, Pune Plant, and Rosenheim Plant in the reporting year, and was assigned a custom emissions factor of zero metric tons CO_2e.	
Past year 1	53,932	0	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 2 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/29/2024
Past year 2	56,191	0	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 2 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2023
Past year 3	61,205	0	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 2 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2022
Past year 4	63,709	0	In FY2025, Steelcase completed the transition to a new GHG and energy management software platform. While the updated emission factors and scope 2 calculation methodology did not result in a significant change to our base year scope 1 and 2 emissions, we chose to recalculate interim target years (FY2021-FY2024) to enhance the accuracy and consistency of year-over-year reporting.	02/28/2021
Past year 5	76,515	0	In FY2025, Steelcase determined that previous scope 1 and 2 recalculations had been made prematurely—before meeting our 5% significance threshold. As a result, we reverted to the originally reported scope 1 and 2 values used to set our near-term science-based targets. Moving forward, we are actively monitoring cumulative changes to assess their impact against this threshold and remain committed to applying our 5% significance policy consistently to ensure the integrity of our emissions reporting and target tracking.	02/29/2020

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Table (7.8)

Category	Evaluation status	Emissions in reporting year (metric tons CO2e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners
Purchased goods and services	☑ Relevant, calculated	908,095	☑ Average data method ☑ Spend-based method	24
Capital goods	☑ Relevant, calculated	9,846	☑ Spend-based method	0
Fuel-and-energy-related activities (not included in Scope 1 or 2)	☑ Relevant, calculated	22,391	☑ Average data method	100
Upstream transportation and distribution	☑ Relevant, calculated	105,775	☑ Spend-based method ☑ Distance-based method	0
Waste generated in operations	☑ Relevant, calculated	7,249	☑ Waste-type-specific method	100
Business travel	☑ Relevant, calculated	9,073	☑ Spend-based method ☑ Fuel-based method ☑ Distance-based method	100
Employee commuting	☑ Relevant, calculated	26,430	☑ Average data method	0
Upstream leased assets	☑ Relevant, calculated	7,545	☑ Average data method ☑ Asset-specific method	0
Downstream transportation and distribution	☑ Relevant, calculated	47,385	☑ Distance-based method	0
Processing of sold products	☑ Not relevant, explanation provided			
Use of sold products	☑ Relevant, calculated	9,644	☑ Average data method	0
End of life treatment of sold products	☑ Relevant, calculated	64,683	☑ Average data method	13
Downstream leased assets	☑ Relevant, calculated	1,138	☑ Average data method ☑ Asset-specific method	0
Franchises	☑ Not relevant, explanation provided			
Investments	☑ Relevant, calculated	1,217	☑ Investment-specific method	100
Other (upstream)	☑ Not relevant, explanation provided			
Other (downstream)	☑ Not relevant, explanation provided			

Table continued:

Category	Explanation
Purchased goods and services	In FY2025, Steelcase used a new hybrid approach to calculate scope 3, category 1 emissions—combining average-data and spend-based methods. This category covers cradle-to-gate emissions from products and services purchased in the reporting year. For core manufactured products (e.g., seating, systems, storage, desking, and tables), Steelcase applied an average-data method using product-specific LCA data. Emissions intensities (kg CO_2e/kg product) were calculated from the A1 - raw material extraction phase of active LCAs. These intensities were multiplied by the associated product weights and sales volumes to estimate relevant cradle-to-gate emissions. Where LCAs were unavailable, average emissions intensities by category and region were applied to reporting year sales volume. Products without direct material purchases, including vended goods and services (e.g., architectural, ancillary, technology), were calculated using a spend-based method and emissions factors from the EORA U.S. Input-Output Tables (2015), adjusted for inflation. Final emissions values were summarized by both method and category to support accurate year-over-year reporting and target tracking. By aligning our calculation

	approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Capital goods	In FY2025, Steelcase calculated scope 3, category 2 emissions using a new spend-based methodology and improved emission factors. Capital expenditure data were collected from internal finance teams and all subsidiaries and compiled in US dollars. Where necessary, currency conversions were applied using exchange rates available at the time of reporting. For each expense type, Steelcase applied emission factors from the EORA66 MRIO model, managed in our GHG and energy management software. When expense details were unclear, conservative default factors were used. EORA66 emission factors are updated annually within our GHG and energy management software, eliminating the need for manual inflation adjustments. By aligning our calculation approach across years, we've established a consistent foundation for measuring progress toward our net-zero target.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	In FY2025, Steelcase calculated scope 3, category 3 emissions to account for the upstream WTT emissions associated with purchased fuels and electricity, as well as lifecycle emissions from transmission and distribution losses. For purchased fuels, fuel consumption by type—including company vehicle fuel captured in scope 1—was multiplied by corresponding WTT emission factors from the UK DEFRA database. For purchased electricity, direct emission factors by location were combined with DEFRA's recommended indirect-to-direct emissions ratio to estimate WTT electricity emissions globally. Transmission and distribution losses were calculated by applying country- or state-specific grid loss factors to electricity consumption. Both direct and indirect emission factors were then applied to these losses to capture the full lifecycle emissions. The total FERA emissions were derived by summing the WTT emissions from fuel and electricity with the combined emissions from transmission and distribution losses. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Upstream transportation and distribution	In FY2025, Steelcase calculated scope 3, category 4 emissions using a new emission factor set. This category includes emissions from the upstream transportation of goods, including shipments between Steelcase's tier 1 suppliers and company operations, as well as all other third-party freight paid for by a Steelcase entity. Where accurate distance and weight data were available, a distance-based method was used to calculate tank-to-wheel emissions, applying mode-specific emission factors from the Smart Freight Centre: GLEC Framework for Logistics Emissions Methodologies. In regions where such data were unavailable, a spend-based method was used. Transportation spend was mapped to relevant sectors in the EORA U.S. Input-Output Tables (2015) and converted to reporting year dollars using a Steelcase-specific inflation factor. Well-to-tank emissions were calculated using DEFRA transport-mode-specific emission factors where distance data was available. For spend-based calculations, a WTT:TTW ratio was derived by transport mode using available distance data and then applied to TTW emissions. Total well-to-wheel emissions were calculated by summing TTW and WTT values across both methods. We were unable to retrospectively apply the GLEC Framework emissions factors to base year upstream transportation and distribution data due to limitations in historical data availability and granularity. As a result, different methodologies were used to calculate emissions for FY2020 and FY2025. To improve consistency over time, we are actively working to acquire more detailed and standardized transportation data from our logistics providers. This will allow us to align calculation methods across years and apply GLEC-compliant emissions factors more broadly in future reporting.
Waste generated in operations	In FY2025, Steelcase calculated scope 3, category 5 emissions using our new GHG and energy management software. This category includes emissions from third-party disposal and treatment of waste generated at Steelcase-owned or controlled sites. A waste-type-specific method was used to calculate emissions. Where available, waste quantities were sourced from utility invoices. For sites lacking invoice data, estimates were made using secondary data such as container size and pickup frequency. Emission factors were applied by waste type and disposal method using the U.S. EPA GHG Emission Factors Hub (2020, Table 9), with all waste volumes converted to U.S. tons for consistency. Emissions data is tracked in our GHG and energy management software, and waste-related emission factors are reviewed and updated annually within the platform to ensure alignment with the most current EPA guidance. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Business travel	This category includes emissions from the transportation of Steelcase employees for business-related activities in vehicles owned or operated by third parties. A combination of fuel-based, distance-based, average-data, and spend-based methods were used, depending on data availability. Where distance or fuel data were available for air, rail, rental cars, and personal vehicle travel, emissions were calculated using emission factors from the U.S. EPA GHG Emission Factors Hub (2025, Table 10) and the UK DEFRA Conversion Factors (2024). Emissions from hotel stays were calculated using DEFRA average-data emission factors when country and number of nights stayed could be determined. Where travel data was incomplete, a spend-based method was applied using EORA U.S. Input-Output emission factors (2015), adjusted to reporting-year dollars using a Steelcase-specific inflation factor. The methodology above was used to calculate TTW emissions. Where distance data was available, WTT emissions were calculated using DEFRA transport-mode-specific WTT factors. For spend-based calculations, WTT emissions were estimated by applying a WTT:TTW ratio derived from the distance-based method by

	transport mode.
Employee commuting	In FY2025, Steelcase developed a new calculation methodology for scope 3, category 7 emissions to improve accuracy and consistency across reporting years. The Net-Zero Strategy Team partnered with the Global Talent Team to develop and distribute a global employee commuting survey to estimate commuting-related emissions. The survey was fielded in 11 languages to both hourly and salaried employees at locations with 50 or more employees and achieved a 43.5% response rate. The survey captured commuting frequency, distance, transportation mode, and vehicle type. Where applicable, additional details such as fuel efficiency or carpool participation were collected. Responses were processed and converted into annual distance traveled and fuel consumption, and associated emissions were calculated using UK DEFRA Conversion WTW Factors (2024) for all transportation modes. Emissions from personal vehicles were calculated using fuel- or distance-based factors depending on data availability. Mode-specific, distance-based emission factors were used to calculate emissions from public transit and electric bicycles. All usable responses were coded and matched to employee headcounts by location and job type. A weighting system was applied to scale survey results to represent the full Steelcase population, ensuring accurate representation of emissions across global locations. Zero-emissions commuting (e.g., walking, biking) distances were considered for a full representation of commuting modes. Using the weighted survey results, Steelcase calculated emissions per employee by region and location type. These intensity values were then applied to FY2025 headcounts to estimate base year emissions from employee commuting. This updated baseline supports more reliable year-over-year tracking toward our net-zero target.
Upstream leased assets	In FY2025, Steelcase calculated scope 3, category 8 emissions within our new GHG and energy management software. This category includes emissions from the operation of building assets leased by Steelcase in the reporting year. Emissions were calculated using a combination of the asset-specific method and the average-data method, depending on data availability. Where available, fuel consumption and purchased electricity data were collected from utility invoices. Emission factors for stationary combustion were sourced from the U.S. EPA GHG Emission Factors Hub (2025, Table 1). Electricity emission factors were sourced from EPA eGRID for sites in the United States, DEFRA Conversion Factors (2024) for sites in Europe, and the IEA CO_2 Emissions database for sites in all other regions. For sites without accessible utility data, estimates were based on building area and energy intensity factors from the 2018 CBECS for electric power and natural gas. Using a new GHG and energy management software significantly reduced the need for manual calculations and improved the accuracy of emissions accounting for this category. Emissions data and associated factors are now managed and updated within the new software, ensuring consistency and alignment with the most current guidance. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Downstream transportation and distribution	In FY2025, Steelcase calculated scope 3, category 9 emissions to include a newly discovered data source and used our new GHG and energy management software. This category includes emissions from downstream transportation and distribution of sold products in vehicles not owned or controlled by Steelcase. Steelcase typically pays for product delivery directly to customers or retailers, emissions from which are captured in category 4, but a few exceptions in our EMEA market were accounted for in this category. Emission reports aligned with the GLEC Framework were sourced directly from our logistics partners and no further data manipulation was required. Steelcase identified a previously excluded emissions source: energy use from our independent dealer building network. To address this, dealer building square footage and location data were collected for North America and entered into our new GHG and energy management software, which estimated electricity and natural gas use and applied regional emission factors. This automation reduced manual calculations and improved accuracy. In the absence of data for APAC and EMEA, we assumed dealer networks were similar in size and multiplied AMER emissions by three to estimate total global dealer-related emissions. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Processing of sold products	Steelcase only sells finished workplace solutions; therefore, this category is not relevant.
Use of sold products	In FY2025, Steelcase calculated scope 3, category 11 emissions using an improved sales data source and emission factors. This category includes emissions from the direct use phase of Steelcase products. Most products do not generate emissions during normal use; however, products with integrated technology—such as height-adjustable desks and task lighting—consume electricity and were included in the reporting year. For HADs, energy use is reported in kWh per hour of operation in our Product Specification Guides. Assuming a 10-year lifespan and one adjustment per business day, lifetime energy consumption was estimated per product sold. For task lighting, most models use LED bulbs with an average lamp life of 50,000 hours. Lifetime energy use is calculated accordingly. Total lifetime energy use per product sold was multiplied by the number of units sold during the reporting year to estimate total energy use in the reporting year. U.S. EPA eGRID (2025) emission factors were applied for products sold in AMER and APAC, and DEFRA Conversion Factors (2024) were applied for EMEA sales. By aligning our calculation approach across years, we've established a consistent foundation for measuring progress toward

	our net-zero target.
End of life treatment of sold products	In FY2025, Steelcase calculated scope 3, category 12 emissions using a new average-data method based on active LCAs for our highest-volume product categories: seating, desking, systems/workspaces, screens, and storage. This category covers the emissions generated from disposal, recycling, and other EOL treatment processes for products sold in the reporting year. EOL emissions intensities (kg CO_2e/kg product) were derived from the C3 - waste processing and C4 - disposal stages of active LCAs. These intensities were applied to associated product weights and multiplied by the number of units sold in the reporting year to estimate total EOL emissions. For products without LCAs, weighted average EOL emissions intensities were developed by category and region based on available data. This refined methodology improves consistency, enhances accuracy, and aligns emissions calculations with Steelcase's operational realities across regions. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Downstream leased assets	In FY2025, Steelcase calculated scope 3, category 13 emissions using our new GHG and energy management software. This category includes emissions from the operation of building assets that were owned by Steelcase, leased to other entities in the reporting year and not already included in our scope 1 and scope 2 inventories. Emissions were calculated using a combination of the asset-specific method and the average-data method, depending on data availability. Where available, fuel consumption and purchased electricity data were collected from utility invoices. Emission factors for stationary combustion were sourced from the U.S. EPA GHG Emission Factors Hub (2025, Table 1). Electricity emission factors were sourced from EPA eGRID (2020) for U.S. facilities, DEFRA Conversion Factors (2024) for European sites, and the IEA CO_2 Emissions database for all other regions. For sites without accessible utility data, estimates were based on building area and energy intensity factors from the 2018 Commercial Buildings Energy Consumption Survey (CBECS) for electric power and natural gas. Using a new GHG and energy management software significantly reduced the need for manual calculations and improved the accuracy of emissions accounting for this category. Emissions data and associated factors are now managed and updated within the new software, ensuring consistency and alignment with the most current guidance. By aligning our calculation approach across the years, we've established a consistent foundation for measuring progress toward our net-zero target.
Franchises	Steelcase does not franchise; therefore, this category is not relevant.
Investments	Steelcase Jeraisy Ltd. was established in 1994 as a joint venture between Jeraisy Group and Steelcase Inc. An investment-specific method was used to calculate emissions for scope 3, category 15. Fuel and energy consumption data were collected from utility bills for Jeraisy's Riyadh Plant and Steelcase's share of investment was applied to the calculated emissions. Emission factors for fuel usage were sourced from the US EPA's GHG Emission Factors Hub (2025) and factors for energy usage were sourced from the International Energy Agency (IEA) CO2 Emissions for Saudi Arabia.
Other (upstream)	We do not have any other upstream scope 3 emissions; therefore, this category is not relevant.
Other (downstream)	We do not have any other downstream scope 3 emissions; therefore, this category is not relevant.

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	☑ Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	☑ Third-party verification or assurance process in place
Scope 3	☑ Third-party verification or assurance process in place

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Table (7.9.1)

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
☑ **Annual process**	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Table (7.9.2)

Scope 2 approach	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/ section reference	Relevant standard	Proportion of reported emissions verified (%)
☑ **Scope 2 location-based**	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100
☑ **Scope 2 market-based**	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Table (7.9.3)

Scope 3 category	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported

							emissions verified (%)
☑ Scope 3: Purchased goods and services	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100
☑ Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100
☑ Scope 3: Upstream transportation and distribution	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100
☑ Scope 3: Waste generated in operations	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100
☑ Scope 3: Business travel	☑ Annual process	☑ Complete	☑ Limited assurance	FY25-GHG-Verification-Statement.pdf	Page 2	☑ ISO14064-3	100

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

☑ Increased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Table (7.10.1)

Category	Change in emissions (metric tons CO2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable	72	☑ Decreased	0.08	At the end of FY2024, we installed a small pilot solar array at our Stribro Plant in Czechia, which became fully operational in FY2025. In Pune, the solar array was used for two months during FY2024. By FY2025, Pune significantly increased its solar energy usage, resulting in a

energy consumption				notable rise in solar consumption for the reporting year. We estimated our emissions decreased by 72 metric tons CO2e due to reduced grid-sourced energy given the onsite renewable energy source. The gross global scope 1 and 2 emissions for our previous reporting year (FY2024) were 85,458 metric tons CO2e and therefore, this represented (72/85,458) x 100 = 0.08% change.
Other emissions reduction activities	2,864	☑ Decreased	3	In FY2025, we implemented emissions reduction activities globally (30+ projects and process changes) that collectively resulted in an absolute emissions reduction of 2,864 metric tons CO2e. The gross global scope 1 and 2 emissions for our previous reporting year (FY2024) were 85,458 metric tons CO2e and therefore, this represented (2,864/85,458) x 100 = 3.35% of change.
Divestment	0	☑ No change	0	There were no divestments in the reporting year that affected our emissions; therefore, the change was zero.
Acquisitions	0	☑ No change	0	There were no acquisitions in the reporting year that affected our emissions; therefore, the change was zero.
Mergers	0	☑ No change	0	There were no mergers in the reporting year that affected our emissions; therefore, the change was zero.
Change in output	3,324	☑ Increased	4	In FY2025, we realized an increase in global production. We estimated our emissions increased by 3,643 metric tons CO2e due to a change in output. The gross scope 1 and 2 emissions for our previous reporting year (FY2024) were 85,458 metric tons CO2e and therefore, this represented (3,643/85,458) x 100 = 3.89% of change.
Change in methodology	0	☑ No change	0	There were no changes in our scope 1 and 2 methodology; therefore, the change in emissions was zero.
Change in boundary	0	☑ No change	0	There was not a change in our boundary during the reporting year that affected our emissions; therefore, the change was zero.
Change in physical operating conditions	0	☑ No change	0	There were no changes in physical operating conditions during the reporting year that affected our emissions; therefore, the change was zero.
Unidentified	0	☑ No change	0	There were no unidentified changes in the reporting year that affected our emissions.
Other	0	☑ No change	0	There were no other changes in the reporting year that affected our emissions.

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

☑ Location-based

(7.12) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

☑ No

(7.15) Does your organization break down its Scope 1 emissions by greenhouse gas type?

☑ Yes

(7.15.1) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Table (7.15.1)

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
☑ CO2	32,501	☑ IPCC Fifth Assessment Report (AR5 – 100 year)
☑ N2O	18	☑ IPCC Fifth Assessment Report (AR5 – 100 year)
☑ CH4	22	☑ IPCC Fifth Assessment Report (AR5 – 100 year)

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

Table (7.16)

Category	Scope 1 emissions (metric tons CO2e)	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
China	290	1,963	0
Czechia	313	1,369	0
France	695	149	0
Germany	2,367	826	0
India	2	240	0
Malaysia	278	1,105	0
Mexico	1,855	7,120	0
Spain	1,058	574	0
United Kingdom of Great Britain and Northern Ireland	193	201	0
United States of America	25,492	39,758	0

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

☑ By facility

(7.17.2) Break down your total gross global Scope 1 emissions by business facility.

Table (7.17.2)

Facility	Scope 1 emissions (metric tons CO2e)	Latitude	Longitude
Orangebox Nantgarw Plant	64	51.57	-3.28
Halcon Warehouse	37	43.87	-92.50
Stribro Plant	313	49.70	13.03
Athens Plant	5,464	34.76	-86.97
Meyer May House	17	42.95	-85.65
Smith System Carrollton_Building B	121	32.95	-96.92
Sarrebourg Plant	695	48.74	7.07
Rosenheim Plant	2,367	47.84	12.08
Kentwood Plant	3,286	42.86	-85.55
Reynosa Plant	1,311	26.01	-98.21
Orangebox Hengoed Plant	129	51.65	3.23
Kentwood RDC	0	42.87	-85.56
Madrid Plant	1,058	40.38	-3.69
Halcon Plant	1,167	43.87	-92.49
Kentwood Fleet Operations	688	42.86	-85.55
Puchong Plant	278	3	101.61
Dongguan Plant	290	23	114
Tijuana AMEX Plant	543	32.53	-116.91
Caledonia Wood Plant	3,589	42.84	-85.56
Halcon Showroom	31	43.87	-92.49
Designtex Portland Plant	60	43.70	-70.32
Pune Plant	2	18.75	73.78
Kentwood Energy Center	8,845	42.86	-85.55
Grand Rapids GBC and LINC	2,157	42.88	-85.64
Wallen House	12	42.95	-85.65
MI Owned Vehicles (virtual)	19	0	0

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

☑ By facility

(7.20.2) Break down your total gross global Scope 2 emissions by business facility.

Table (7.20.2)

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Grand Rapids GBC and LINC	6,705	0
Reynosa Plant	3,658	0
Athens Plant	7,387	0
Kentwood Energy Center	1,529	0
Kentwood Plant	7,605	0
Halcon Plant	1,817	0
Orangebox Hengoed Plant	55	0
Tijuana AMEX Plant	3,463	0
Wallen House	7	0
Halcon Showroom	8	0
Designtex Portland Plant	92	0
Sarrebourg Plant	149	0
Pune Plant	240	0
Stribro Plant	1,369	0
Rosenheim Plant	826	0
Halcon Warehouse	167	0
Kentwood RDC	2,993	0
Orangebox Nantgarw Plant	146	0
Puchong Plant	1,105	0
Smith System Carrollton_Building B	586	0
Meyer May House	41	0
Madrid Plant	574	0
Dongguan Plant	1,963	0
Caledonia Wood Plant	10,822	0

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Table (7.22)

Category	Scope 1 emissions (metric tons CO2e)	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)	Please explain

Consolidated accounting group	32,542	53,304	0	The emissions provided are for consolidated accounting groups for Steelcase Inc, including all owned subsidiaries.
All other entities	0	0	0	There are no other entities included in this year's disclosure that are not already included in the consolidated accounting group.

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

☑ Yes

(7.23.1) Break down your gross Scope 1 and Scope 2 emissions by subsidiary.

Table (7.23.1)

Subsidiary name	Primary activity	Select the unique identifier you are able to provide for this subsidiary	Scope 1 emissions (metric tons CO2e)	Scope 2, location-based emissions (metric tons CO2e)	Scope 2, market-based emissions (metric tons CO2e)
Designtex®	☑ Furniture	☑ No unique identifier	60	92	0
HALCON™	☑ Furniture	☑ No unique identifier	1,235	1,992	0
Smith System®	☑ Furniture	☑ No unique identifier	121	586	0
Orangebox®	☑ Furniture	☑ No unique identifier	193	201	0

(7.29) What percentage of your total operational spend in the reporting year was on energy?

☑ More than 0% but less than or equal to 5%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	☑ Yes
Consumption of purchased or acquired electricity	☑ Yes

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of purchased or acquired heat	☑ No
Consumption of purchased or acquired steam	☑ No
Consumption of purchased or acquired cooling	☑ No
Generation of electricity, heat, steam, or cooling	☑ Yes

(7.30.1) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

Table (7.30.1)

Category	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable + non-renewable) MWh
Consumption of fuel (excluding feedstock)	☑ Unable to confirm heating value	0	174,548	174,548
Consumption of purchased or acquired electricity	☑ Unable to confirm heating value	115,362	0	115,362
Consumption of self-generated non-fuel renewable energy	☑ Unable to confirm heating value	304		304
Total energy consumption	☑ Unable to confirm heating value	115,666	174,548	290,214

(7.30.6) Select the applications of your organization’s consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	☑ No
Consumption of fuel for the generation of heat	☑ Yes
Consumption of fuel for the generation of steam	☑ Yes
Consumption of fuel for the generation of cooling	☑ No
Consumption of fuel for co-generation or tri-generation	☑ Yes

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Table (7.30.7)

Category	Heating value	Total fuel MWh consumed by the organization	MWh fuel consumed for self-generation of heat	MWh fuel consumed for self-generation of steam	MWh fuel consumed for self-cogeneration or self-trigeneration
Sustainable biomass	☑ Unable to confirm heating value	0	0	0	0
Other biomass	☑ Unable to confirm heating value	0	0	0	0
Other renewable fuels (e.g. renewable hydrogen)	☑ Unable to confirm heating value	0	0	0	0
Coal	☑ Unable to confirm heating value	0	0	0	0

Oil	☑ Unable to confirm heating value	4,299	4,299	0	0
Gas	☑ Unable to confirm heating value	170,249	112,650	48,794	8,804
Other non-renewable fuels (e.g. non-renewable hydrogen)	☑ Unable to confirm heating value	0	0	0	0
Total fuel	☑ Unable to confirm heating value	174,548	116,949	48,794	8,804

(7.30.9) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Table (7.30.9)

Category	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	3,861	2,934	304	304
Heat	4,399	4,399	0	0
Steam	48,170	48,170	0	0
Cooling	0	0	0	0

(7.30.14) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in 7.7.

Table (7.30.14)

Country/area	Sourcing method	Energy carrier	Low-carbon technology type	Low-carbon energy consumed via selected sourcing method in the	Tracking instrument used	Country/area of origin (generation) of the low-carbon energy or energy attribute	Are you able to report the commissioning or re-powering year of the energy	Commissioning year of the energy generation facility (e.g. date of first commercial

				reporting year (MWh)			generation facility?	operation or repowering)
☑ **China**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Wind	3,220	☑ I-REC	☑ China	☑ Yes	2021
☑ **Czechia**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Geothermal	3,199	☑ GO	☑ Netherlands	☑ Yes	2011
☑ **France**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Geothermal	2,730	☑ GO	☑ Netherlands	☑ Yes	2011
☑ **Germany**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Geothermal	98	☑ GO	☑ Netherlands	☑ Yes	2011
☑ **Germany**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Solar	2,245	☑ GO	☑ Hungary	☑ Yes	2011
☑ **India**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Solar	333	☑ I-REC	☑ India	☑ Yes	2021
☑ **Malaysia**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Solar	1,599	☑ I-REC	☑ Malaysia	☑ Yes	2013
☑ **Malaysia**	☑ Unbundled procurement of energy attribute	☑ Electricity	☑ Solar	176	☑ I-REC	☑ Malaysia	☑ Yes	2021

	certificates (EACs)							
☑ **Mexico**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Renewable energy mix, please specify :Biomass solid: Agricultural products	15,210	☑ I-REC	☑ Mexico	☑ Yes	2016
☑ **Mexico**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Wind	2,486	☑ I-REC	☑ Mexico	☑ Yes	2014
☑ **Spain**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Solar	3,178	☑ GO	☑ Hungary	☑ Yes	2011
☑ **Spain**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Wind	555	☑ GO	☑ Portugal	☑ Yes	2020
☑ **United Kingdom of Great Britain and Northern Ireland**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Small hydropower (<25 MW)	864	☑ REGO	☑ United Kingdom of Great Britain and Northern Ireland	☑ Yes	2004
☑ **United Kingdom of Great Britain and Northern Ireland**	☑ Unbundled procurement of energy attribute certificates (EACs)	☑ Electricity	☑ Renewable energy mix, please specify :Farm anaerobic digestion facility, biogrid, landfill gas	107	☑ REGO	☑ United Kingdom of Great Britain and Northern Ireland	☑ Yes	2008
☑ **United States of America**	☑ Financial (virtual) power purchase agreement (VPPA)	☑ Electricity	☑ Wind	79,363	☑ US-REC	☑ United States of America	☑ Yes	2016

(7.30.16) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

Table (7.30.16)

Category	Consumption of purchased electricity (MWh)	Consumption of self-generated electricity (MWh)	Consumption of purchased heat, steam, and cooling (MWh)	Consumption of self-generated heat, steam, and cooling (MWh)	Total electricity/heat/steam/cooling energy consumption (MWh)
China	3,220	0	0	0	3,220
Czechia	3,199	43	0	0	3,242
France	2,730	0	0	0	2,730
Germany	2,343	2,657	0	4,399	9,399
India	333	234	0	0	567
Malaysia	1,775	0	0	0	1,775
Mexico	17,696	0	0	0	17,696
Spain	3,733	0	0	0	3,733
United Kingdom of Great Britain and Northern Ireland	971	0	0	0	971
United States of America	79,363	0	0	48,170	127,533

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

(7.45.1) Intensity figure

0.000027

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

85846

(7.45.3) Metric denominator

☑ unit total revenue

(7.45.4) Metric denominator: Unit total

3166000000

(7.45.5) Scope 2 figure used

☑ Location-based

(7.45.6) % change from previous year

0

(7.45.7) Direction of change

☑ No change

(7.45.8) Reasons for change

☑ Change in renewable energy consumption
☑ Other emissions reduction activities
☑ Divestment
☑ Change in revenue
☑ Other, please specify :Greening of the grid

(7.45.9) Please explain

We observed a 0.3% increase in scope 1 and 2 emissions between FY2024 and FY2025, which corresponds with a 0.2% increase in revenue and an increase in production output across several business segments. While we are unable to quantify the exact change in output, the overall trend suggests a modest growth in operational activity. During the reporting year, we continued to implement energy efficiency initiatives and benefited from a decrease in location-based scope 2 emission factors due to grid decarbonization, helping to mitigate the emissions impact of increased activity.

(7.53) Did you have an emissions target that was active in the reporting year?

☑ Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Summary Table for (7.53.1)

Target reference number	Date target was set	Scopes	Total base year emissions covered by target in all selected Scopes (metric tons CO2e)	End date of target	Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)	Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)	% of target achieved relative to base year
☑ **Abs 1**	07/14/2020	☑ Scope 1 ☑ Scope 2	123,563	02/28/2031	61,781.50	85,846	61.05
☑ **Abs 2**	07/14/2020	☑ Scope 3	61,772	02/28/2031	44,475.84	38,713	133.32
☑ **Abs 3**	04/08/2024	☑ Scope 1 ☑ Scope 2 ☑ Scope 3	1,871,976	12/31/2050	187,197.60	1,103,450	45.62

Row 1

(7.53.1.1) Target reference number

☑ Abs 1

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Steelcase Near-Term Approval Letter.pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

07/14/2020

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Methane (CH4)
☑ Nitrous oxide (N2O)
☑ Carbon dioxide (CO2)
☑ Perfluorocarbons (PFCs)
☑ Sulphur hexafluoride (SF6)
☑ Nitrogen trifluoride (NF3)

(7.53.1.8) Scopes

☑ Scope 1
☑ Scope 2

(7.53.1.9) Scope 2 accounting method

☑ Location-based

(7.53.1.11) End date of base year

02/28/2020

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

47048

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

76515

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

123563.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

02/28/2031

(7.53.1.55) Targeted reduction from base year (%)

50

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

61781.500

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

32542

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

53304

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

85846.000

(7.53.1.78) Land-related emissions covered by target

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

61.05

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

This target is organization-wide; no sources of emissions have been excluded from the target scope.

(7.53.1.83) Target objective

Steelcase is committed to reaching net-zero greenhouse gas emissions across the value chain by 2050. This target focuses on our reduction of total emissions from our owned and controlled facilities globally. This near-term target serves as a milestone on our path to net zero.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

We continue to see significant decreases in our scope 1 and 2 emissions when compared to base year levels. Energy efficiency in our manufacturing facilities, distribution centers, offices and other facilities drives progress toward this target. We are conducting energy audits at top-emitting facilities and implementing sub-metering technology to monitor and analyze detailed energy efficiency opportunities. We have set site-specific reduction targets integrated into the existing Lean Management System. We have extended payback expectations for emissions reduction projects to incentivize energy efficiency and renewable energy projects. We are also pursuing additional on-site renewable energy options for our top emitting facilities. Finally, we are advocating for the acceleration of grid modernization and clean energy development to realize reductions from greening of the grid. While progress against this target has historically been logarithmic, we plan to implement the most cost-effective projects to improve energy efficiency, and we anticipate a variable rate of progress going forward.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

Row 2

(7.53.1.1) Target reference number

☑ Abs 2

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Steelcase Near-Term Approval Letter.pdf

(7.53.1.4) Target ambition

☑ Well-below 2°C aligned

(7.53.1.5) Date target was set

07/14/2020

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Methane (CH4)
☑ Nitrous oxide (N2O)
☑ Carbon dioxide (CO2)
☑ Perfluorocarbons (PFCs)
☑ Sulphur hexafluoride (SF6)
☑ Nitrogen trifluoride (NF3)

(7.53.1.8) Scopes

☑ Scope 3

(7.53.1.10) Scope 3 categories

☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)
☑ Scope 3, Category 5 – Waste generated in operations
☑ Scope 3, Category 6 – Business travel

(7.53.1.11) End date of base year

02/28/2020

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

33165

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

8725

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

19882

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

61772.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

61772.000

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

3

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

02/28/2031

(7.53.1.55) Targeted reduction from base year (%)

28

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

44475.840

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

22391

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

7249

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

9073

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

38713.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

38713.000

(7.53.1.78) Land-related emissions covered by target

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

133.32

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

This target is organization-wide; no sources of emissions have been excluded from the target scope.

(7.53.1.83) Target objective

Steelcase is committed to reaching net-zero greenhouse gas emissions across the value chain by 2050. This target covers three categories of scope 3 emissions where we are making near-term reductions: waste generated in operations, business travel, and upstream activities to produce and deliver the fuel and energy we consume. This near-term target serves as a milestone on our path to net zero.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

This target covers three categories of scope 3 emissions where we are making reductions: waste generated in operations, business travel, and fuel- and energy-related activities. Our manufacturing waste is predominantly made of raw material scrap and incoming supplier packaging. We are working to identify and scale best

practices to improve how we monitor and reduce total scrap for our highest-value and carbon-intensive commodities, such as wood and steel. We also work with suppliers to minimize incoming packaging waste, reduce complexities in manufacturing processes, and implement strategic initiatives to improve material efficiencies in our manufacturing processes. Although business travel has begun to increase again after a significant decline due to the pandemic, we do not foresee it returning to our pre-pandemic levels as new travel norms have developed. To ensure sustained reductions, we are leveraging the emissions management tools of our travel platform to increase data visibility and prompt travelers to consider lower-emissions travel where available. We are educating travelers and clearly including emissions as a consideration in our travel and expense policy. We are also using hybrid technologies to reduce the need for nonessential business travel, working with preferred travel partners to make lower emissions options accessible and shifting customer experiences to more local and regional locations that require less travel. In the reporting year, our emissions from fuel- and energy-related activities decreased as we pursued various energy efficiency projects and expanded our onsite solar portfolio. By incentivizing continued energy efficiency and renewable energy, we will reduce our use of fuel and energy and thus reduce the impact of emissions from upstream activities to produce and deliver the fuel and energy we use.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

Row 3

(7.53.1.1) Target reference number

☑ Abs 3

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Steelcase Net-Zero Approval Letter.pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

04/08/2024

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Methane (CH4)
☑ Nitrous oxide (N2O)
☑ Carbon dioxide (CO2)
☑ Perfluorocarbons (PFCs)
☑ Sulphur hexafluoride (SF6)
☑ Nitrogen trifluoride (NF3)

(7.53.1.8) Scopes

☑ Scope 1
☑ Scope 2
☑ Scope 3

(7.53.1.9) Scope 2 accounting method

☑ Location-based

(7.53.1.10) Scope 3 categories

☑ Scope 3, Category 15 – Investments
☑ Scope 3, Category 2 – Capital goods
☑ Scope 3, Category 6 – Business travel
☑ Scope 3, Category 7 – Employee commuting
☑ Scope 3, Category 11 – Use of sold products
☑ Scope 3, Category 4 – Upstream transportation and distribution
☑ Scope 3, Category 9 – Downstream transportation and distribution
☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)
☑ Scope 3, Category 8 - Upstream leased assets
☑ Scope 3, Category 13 – Downstream leased assets
☑ Scope 3, Category 1 – Purchased goods and services
☑ Scope 3, Category 5 – Waste generated in operations
☑ Scope 3, Category 12 – End-of-life treatment of sold products

(7.53.1.11) End date of base year

02/28/2020

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

36637

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

73236

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

1377475

(7.53.1.15) Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

0

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

33165

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

117238

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

8725

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

16141

(7.53.1.20) Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

31537

(7.53.1.21) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

10040

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

34263

(7.53.1.24) Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

21550

(7.53.1.25) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

109752

(7.53.1.26) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

134

(7.53.1.28) Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

2083

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

1762103.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

1871976.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

86

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

87

(7.53.1.36) Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

0

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

100

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.41) Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

100

(7.53.1.42) Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

100

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

100

(7.53.1.45) Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

100

(7.53.1.46) Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

100

(7.53.1.47) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

100

(7.53.1.49) Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

90

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

90

(7.53.1.54) End date of target

12/31/2050

(7.53.1.55) Targeted reduction from base year (%)

90

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

187197.600

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

26759

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

53304

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

718197

(7.53.1.60) Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

3954

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

22391

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

105775

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

7249

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

7779

(7.53.1.65) Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

26430

(7.53.1.66) Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

7545

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

47385

(7.53.1.69) Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

9644

(7.53.1.70) Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

64683

(7.53.1.71) Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

1138

(7.53.1.73) Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

1217

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

1023387.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

1103450.000

(7.53.1.78) Land-related emissions covered by target

☑ Yes, it covers land-related emissions/removals associated with bioenergy and non-land related emissions (e.g. non-FLAG SBT with bioenergy)

(7.53.1.79) % of target achieved relative to base year

45.62

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

We made no exclusions to our overall greenhouse gas inventory but did make allowed exclusions to the target coverage in accordance with the SBTi Corporate Net-Zero Standard, which states that targets must cover at least 95% of scope 1 and 2 emissions and 90% of total scope 3 emissions. Specifically, our long-term target was validated with a 5% scope 1 and 2 exclusion and a 10% scope 3 exclusion that includes our capital goods emissions and the majority of our subsidiaries' purchased goods and services emissions. We remain committed to reducing emissions across our entire value chain and to neutralizing any residual or excluded emissions at the end of the target period.

(7.53.1.83) Target objective

Steelcase is committed to reaching net-zero greenhouse gas emissions across the value chain by 2050. Our long-term target requires reducing emissions over 90% by 2050. This target drives the long-term business planning necessary to achieve net zero.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Steelcase is committed to a net-zero future. We are working to eliminate over 90% of our emissions by 2050. We are already on track to reduce emissions 50% in our operations by 2030. To achieve this target, we are working to reduce emissions across three critical areas of business: - Products: What we make - Operations: How we make it - Transportation: The ways we deliver. For more information on how we plan to achieve this target, please see our new Net-Zero Transition Plan: The Power of Possibility on Steelcase.com and attached in CDP question 5.2.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

(7.54) Did you have any other climate-related targets that were active in the reporting year?

☑ Targets to increase or maintain low-carbon energy consumption or production
☑ Net-zero targets
☑ Other climate-related targets

(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.

(7.54.1.1) Target reference number

☑ Low 1

(7.54.1.2) Date target was set

03/13/2014

(7.54.1.3) Target coverage

☑ Organization-wide

(7.54.1.4) Target type: energy carrier

☑ Electricity

(7.54.1.5) Target type: activity

☑ Consumption

(7.54.1.6) Target type: energy source

☑ Renewable energy source(s) only

(7.54.1.7) End date of base year

02/28/2025

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

115362

(7.54.1.9) % share of low-carbon or renewable energy in base year

100

(7.54.1.10) End date of target

02/28/2025

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

100

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

100

(7.54.1.14) Target status in reporting year

☑ Achieved and maintained

(7.54.1.16) Is this target part of an emissions target?

No, our 100% renewable electricity commitment is not formally associated with our science-based emissions targets.

(7.54.1.17) Is this target part of an overarching initiative?

☑ No, it’s not part of an overarching initiative

(7.54.1.19) Explain target coverage and identify any exclusions

Through our operational carbon neutrality commitment, we annually procure renewable energy equivalent to 100% of our global electricity consumption according to the organizational boundary and financial control approach that we use for both greenhouse gas calculations and financial reporting. This target is on a fiscal year basis (Steelcase's FY2025 ran from March 1, 2024 through February 28, 2025). We have procured 100% renewable energy annually since 2014, so in the reporting year we continue to consider the target achieved and maintained.

(7.54.1.20) Target objective

In addition to our foremost commitment to reduce our own emissions toward our science-based near- and long-term targets, we have been committed to maintaining operational carbon neutrality since 2020. We achieve this by annually financing carbon credits to maintain carbon neutrality for our direct emissions (scope 1) and by annually procuring renewable energy equivalent to 100% of our global electricity consumption for our direct operations (scope 2). Neither our carbon credits nor our renewable energy investments count as carbon emissions reductions toward the progress of our science-based targets, but this commitment helps deliver critical mitigation beyond our value chain in the meantime.

(7.54.1.22) List the actions which contributed most to achieving this target

Since 2014, Steelcase has invested in energy attribute certificates ("EACs") equivalent to 100% of our global electricity consumption, which means that we purchase EACs in every region in which we operate. In 2016, we embarked on a 12-year power purchase agreement ("PPA") for a 25-megawatt wind power project in the United States, where the majority of our energy consumption and associated emissions are concentrated. This investment makes up nearly half of Steelcase's renewable energy purchases, directly supported the construction of a new clean energy facility, and further diversified the company's renewable energy portfolio.

(7.54.2) Provide details of any other climate-related targets, including methane reduction targets.

(7.54.2.1) Target reference number

☑ Oth 1

(7.54.2.2) Date target was set

07/13/2020

(7.54.2.3) Target coverage

☑ Suppliers

(7.54.2.4) Target type: absolute or intensity

☑ Absolute

(7.54.2.7) End date of base year

02/28/2020

(7.54.2.8) Figure or percentage in base year

0

(7.54.2.9) End date of target

12/31/2025

(7.54.2.10) Figure or percentage at end of date of target

80

(7.54.2.11) Figure or percentage in reporting year

18

(7.54.2.12) % of target achieved relative to base year

22.5000000000

(7.54.2.13) Target status in reporting year

☑ Underway

(7.54.2.15) Is this target part of an emissions target?

No

(7.54.2.16) Is this target part of an overarching initiative?

☑ Science Based Targets initiative – approved supplier engagement target

(7.54.2.17) Science Based Targets initiative official validation letter

Steelcase Near-Term Approval Letter.pdf

(7.54.2.18) Please explain target coverage and identify any exclusions

We are engaging 80% of our suppliers by emissions from purchased goods and services and upstream transportation and distribution to set science-based targets by 2025. Our service suppliers were excluded from our engagement because we believe our direct material suppliers have a higher emissions impact than our service suppliers and the proportion of service spend was negligible compared to our direct material spend. This target was approved by the Science Based Targets initiative in August of 2020. The base year is fiscal year 2020 (FY2020), which covers March 2019 through February 2020. The target year is calendar year 2025, ending December 31, 2025.

(7.54.2.19) Target objective

Steelcase is committed to reaching net-zero greenhouse gas emissions across the value chain by 2050. This target covers two categories of scope 3 emissions where we are engaging our suppliers to set their own science-based targets: purchased goods and services and upstream transportation and distribution. This near-term target serves as a milestone on our path to net zero.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

Our supplier engagement strategy is designed to improve the accuracy of our scope 3 emissions data, assess supplier progress toward setting science-based targets, and create a reinforcing mechanism that supports our own decarbonization goals. As suppliers reduce emissions in their operations and products, we gain more opportunities to decarbonize our own value chain. We track progress through four key indicators: submission of emissions data, public disclosure of that data, commitment to the Science Based Targets initiative, and the establishment of SBTi-validated targets. At the end of the reporting year, 18% of suppliers by emissions had set validated targets and 42% had committed to the SBTi, meeting our interim target for the most critical indicator. However, we fell short of our interim goals for the other indicators, which suggests that many suppliers are still building the capacity needed to set targets. This specific supplier engagement target will sunset in the next fiscal year as we reach the 2025 deadline. However, our commitment to supporting suppliers on their climate journeys will continue. We will maintain our efforts by providing additional resources, tools, and guidance to help suppliers understand and implement science-based targets. Our Global Supplier Scorecard will remain a key mechanism for tracking progress and encouraging transparency. Additionally, we will continue to leverage the Steelcase Carbon Reduction Leader recognition to celebrate and incentivize suppliers who demonstrate leadership in emissions reductions and target setting. These ongoing initiatives ensure that, even beyond the formal target period, we sustain momentum toward our broader net-zero goals and foster a resilient, low-carbon supply chain.

(7.54.3) Provide details of your net-zero target(s).

(7.54.3.1) Target reference number

☑ NZ1

(7.54.3.2) Date target was set

04/07/2024

(7.54.3.3) Target Coverage

☑ Organization-wide

(7.54.3.4) Targets linked to this net zero target

☑ Abs1
☑ Abs2
☑ Abs3

(7.54.3.5) End date of target for achieving net zero

12/31/2050

(7.54.3.6) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.54.3.7) Science Based Targets initiative official validation letter

Steelcase Net-Zero Approval Letter.pdf

(7.54.3.8) Scopes

☑ Scope 1
☑ Scope 2
☑ Scope 3

(7.54.3.9) Greenhouse gases covered by target

☑ Methane (CH4)
☑ Nitrous oxide (N2O)
☑ Carbon dioxide (CO2)
☑ Perfluorocarbons (PFCs)
☑ Sulphur hexafluoride (SF6)
☑ Nitrogen trifluoride (NF3)

(7.54.3.10) Explain target coverage and identify any exclusions

We made no exclusions to our overall greenhouse gas inventory but did make allowed exclusions to the target coverage in accordance with the SBTi Corporate Net-Zero Standard, which states that targets must cover at least 95% of scope 1 and 2 emissions and 90% of total scope 3 emissions. Specifically, our long-term target was validated with a 5% scope 1 and 2 exclusion and a 10% scope 3 exclusion that includes our capital goods emissions and the majority of our subsidiaries' purchased goods and services emissions. We remain committed to reducing emissions across our entire value chain and to neutralizing any residual or excluded emissions at the end of the target period.

(7.54.3.11) Target objective

Steelcase commits to reaching net-zero greenhouse gas emissions across the value chain by 2050. This is a validated science-based target which ensures our rate of decarbonization is aligned with what leading climate science states is required to limit global temperature rise to 1.5°C above pre-industrial temperatures, thereby avoiding the worst impacts of climate change.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

☑ Yes

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

☑ Yes, and we have already acted on this in the reporting year

(7.54.3.14) Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?

☑ Yes, we are currently purchasing and cancelling carbon credits for beyond value chain mitigation

(7.54.3.15) Planned milestones and/or near-term investments for neutralization at the end of the target

We support verified carbon offset and renewable energy projects beyond our value chain to counterbalance our scope 1 and scope 2 emissions. In addition, we offer customers a portfolio of certified CarbonNeutral® products, for which cradle-to-grave lifecycle emissions are fully offset through high-quality, verified carbon credit projects. Our ongoing investment in these projects reflects a forward-looking approach aligned with our net-zero goal. Notably, over 50% of the carbon credits used for our CarbonNeutral® products are carbon removal credits. By supporting both nature-based and engineered carbon removal and storage solutions, we contribute to the development and scaling of technologies essential for neutralizing residual emissions by 2050.

(7.54.3.16) Describe the actions to mitigate emissions beyond your value chain

In addition to reducing our own emissions toward our near- and long-term science-based targets, we have been carbon neutral in our operations since 2020, the first and only in our industry with this commitment. To maintain this commitment, we annually support verified carbon credit and renewable energy projects beyond our value chain that counterbalance our scope 1 and scope 2 emissions. Additionally, beginning in 2022, we offer our customers the same opportunity with a portfolio of our top task-seating and desking products with CarbonNeutral® product certification, for which the entire cradle-to-grave lifecycle emissions are fully offset by verified, high-quality carbon credit projects. As such, we provide essential financing to a diverse portfolio of verified projects around the world that reduce and remove emissions beyond our value chain while also delivering meaningful co-benefits to nature and local communities.

(7.54.3.17) Target status in reporting year

☑ Underway

(7.54.3.19) Process for reviewing target

To ensure targets remain aligned with the most recent climate science, SBTi requires companies to review, and if necessary, revalidate, their targets every five years from the date of the original target approval, beginning in 2025. Our Net-Zero Strategy Team has responsibility for compliance with this requirement, and any changes to our targets would be reviewed and overseen by our executive-level Net-Zero Oversight Committee and the Nominating and Corporate Governance Committee of the Board.

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

☑ Yes

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
Under investigation	*13*	*`Numeric input*
To be implemented	*0*	*0*
Implementation commenced	*23*	*1133*
Implemented	*30*	*2864*
Not to be implemented	*12*	*`Numeric input*

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes
☑ Machine/equipment replacement

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

1980

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 2 (location-based)

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

2100000

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

250000

(7.55.2.7) Payback period

☑ <1 year

(7.55.2.8) Estimated lifetime of the initiative

☑ 16-20 years

Row 2

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes
☑ Compressed air

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

422

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 2 (location-based)

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

85000

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

0

(7.55.2.7) Payback period

☑ <1 year

(7.55.2.8) Estimated lifetime of the initiative

☑ 1-2 years

Row 3

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes
☑ Process optimization

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

266

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

20572

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

0

(7.55.2.7) Payback period

☑ <1 year

(7.55.2.8) Estimated lifetime of the initiative

☑ 11-15 years

Row 4

(7.55.2.1) Initiative category & Initiative type

Low-carbon energy consumption

☑ Other, please specify :Net metering

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

43

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 2 (location-based)

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

3402

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

4819

(7.55.2.7) Payback period

☑ 1-3 years

(7.55.2.8) Estimated lifetime of the initiative

☑ 11-15 years

Row 5

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes
☑ Other, please specify :Energy use reduction due to volume reduction/product mix change

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

23

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 1

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

100000

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

30000

(7.55.2.7) Payback period

☑ 1-3 years

(7.55.2.8) Estimated lifetime of the initiative

☑ 1-2 years

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Table (7.55.3)

Method	Comment
☑ **Lower return on investment (ROI) specification**	We have extended our ROI expectations for emissions reduction projects from two to four years to incentivize projects such as energy efficiency and renewable energy.
☑ **Internal incentives/recognition programs**	We have an internal recognition program to award best carbon reduction projects of the year and encourage employee participation.

☑ **Internal price on carbon**	We have an internal shadow price on carbon for Michigan-based locations to incentivize capital investments in emissions reduction projects.
☑ **Compliance with regulatory requirements/standards**	All our manufacturing facilities are ISO 14001 certified and many of our products are certified to the ANSI/BIFMA e3 Furniture Sustainability Standard for furniture manufacturers. To comply with ISO 14001 standards, our sites are required to develop objectives and targets to improve environmental performance. BIFMA's standard directs the company to follow the Greenhouse Gas Protocol for reporting emissions.
☑ **Employee engagement**	At the end of each fiscal year, we review the carbon reduction projects at all our manufacturing facilities and score nominated projects based on their innovation, challenge, uniqueness, and impact. The highest-scoring project is presented with the Carbon Award presented by global leadership.

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

☑ Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Summary Table for (7.74.1)

Level of aggregation	Description of product(s) or service(s)	Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario
☑ **Product or service**	Orangebox manufactures and sells a decarbonized Do better-High Back with Arms (“HBA”) chair with 58% recycled content. These chairs can be classified as low-carbon products because Orangebox manufactures them using recycled material to significantly reduce the carbon footprint compared to the Original Do-HBA.	0.03
☑ **Product or service**	Steelcase Series® 1 AMER	0.05
☑ **Product or service**	Steelcase Series® 2 AMER	0.07
☑ **Product or service**	Leap®	0.06

Row 1

(7.74.1.1) Level of aggregation

☑ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

☑ No taxonomy used to classify product(s) or service(s) as low carbon

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation

☑ Other, please specify :Task seating

(7.74.1.4) Description of product(s) or service(s)

Orangebox manufactures and sells a decarbonized Do better-High Back with Arms (“HBA”) chair with 58% recycled content. These chairs can be classified as low-carbon products because Orangebox manufactures them using recycled material to significantly reduce the carbon footprint compared to the Original Do-HBA.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

☑ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

☑ Other, please specify :Sustainability of construction works. Assessment of environmental performance of buildings. BS EN 15978:2011

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

☑ Cradle-to-gate

(7.74.1.8) Functional unit used

Do better-HBA

(7.74.1.9) Reference product/service or baseline scenario used

Original Do-HBA

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

☑ Cradle-to-gate

(7.74.1.11) Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

0.0274

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

We followed an attributional approach to our life cycle analysis and measured the difference in total cradle-to-gate emissions between our re-designed product (Do better-HBA) and the originally designed product (original Do-HBA). The original Do-HBA's embodied carbon was measured at 68kgCO2e, while Do better-HBA's embodied carbon is measured at 40.6kgCO2e. The footprint value for Do better was derived from aggregating impacts across the following three life-cycle stages: A1 – Raw material production (and in the majority of cases supplier specific GWP data for the specific materials were used in the calculations rather than relying on generic data sets), A2 – Transportation (two stages of upstream transportation; from the raw material supplier to our first-tier supplier, and from our first-tier supplier to Orangebox), and A3 – Manufacturing (two elements of manufacturing impact; process energy impacts from our first-tier suppliers and energy impacts from Orangebox operations). The estimation of avoided emissions is based on the differences that arise from switching virgin polymers to polymers with high recycled content. For example, Orangebox increased the usage of black and white grades of recycled nylon with lower carbon footprints (0.8 kgCO2e/kg and 2.4 kgCO2e/kg of material respectively), which offer huge improvement over the footprint of virgin glass-filled nylon (6 kgCO2e/kg). GWPs for recycled materials were taken from Environmental Product Declarations (EPDs) where available, and then sourced directly from suppliers' cradle-to-gate in-house calculations. If suppliers were unable to provide GWPs for materials, they were estimated based on recycled content using factors for prime material and 100% recycled materials (from Clean CO2). Where possible, the energy used to manufacture many of the main components was measured (by using energy data loggers connected to the injection molding machines used) alongside process energy data that had already been used in the production of EPDs (i.e. from Orangebox's supplier in Italy). The energy data attributed to Orangebox operations was based on aggregating several impacts and assigning a pro-rata allocation by weight (of the component when compared to our estimate of the total weight of goods sold in the previous financial year). The categories of energy impacts from Orangebox operations comprised the following: scope 1 and scope 2 operational energy impacts internal waste impacts employee commute impacts.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

0

Row 2

(7.74.1.1) Level of aggregation

☑ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

☑ No taxonomy used to classify product(s) or service(s) as low carbon

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation
☑ Other, please specify :Task seating

(7.74.1.4) Description of product(s) or service(s)

Steelcase Series® 1 AMER

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

☑ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

☑ Other, please specify :ISO 14040:2006 - Principles and Framework and ISO 14044:2006 - Requirements and Guidelines

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

☑ Cradle-to-grave

(7.74.1.8) Functional unit used

Steelcase Series® 1 AMER 2024 Redesigned: One unit of seating to seat one individual for a reference service life of 10 years. One product is required to fulfill the functional unit. One Series 1 chair, produced in the Americas, with 4D, height-adjustable arms and a plastic base was modeled for this EPD. This chair is determined to be a typical product based on sales variations.

(7.74.1.9) Reference product/service or baseline scenario used

Steelcase Series® 1 2023 AMER: One unit of seating to seat one individual for a reference service life of 10 years. One product required to fulfill the functional unit. One Series 1 chair, produced in the Americas (product number 435A00), with 4D, height-adjustable arms and a plastic base was modeled for this EPD. This office chair is determined to be a typical product based on sales of the variations.

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

☑ Cradle-to-grave

(7.74.1.11) Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

0.0549

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

We followed an attributional approach to our lifecycle analysis and measured the difference in total cradle-to-grave emissions between our redesigned product's environmental product declaration in 2024 and the baseline product's environmental product declaration from 2023.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1

Row 3

(7.74.1.1) Level of aggregation

☑ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

☑ No taxonomy used to classify product(s) or service(s) as low carbon

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation
☑ Other, please specify :Task seating

(7.74.1.4) Description of product(s) or service(s)

Steelcase Series® 2 AMER

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

☑ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

☑ Other, please specify :ISO 14040:2006 - Principles and Framework and ISO 14044:2006 - Requirements and Guidelines

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

☑ Cradle-to-grave

(7.74.1.8) Functional unit used

Steelcase Series® 2 AMER 2024 Redesigned: One unit of seating to seat one individual for a reference service life of 10 years. One product required to fulfill the functional unit. One Series 2 task chair 436AIR3D with hard casters, 4D arms, mesh back and upholstered seat, lumbar, plastic base, weight-activated mechanics was modeled for this EPD.

(7.74.1.9) Reference product/service or baseline scenario used

Steelcase Series® 2 2023 AMER: One unit of seating to seat one individual for a reference service life of 10 years. One product required to fulfill the functional unit.

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

☑ Cradle-to-grave

(7.74.1.11) Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

0.069

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

We followed an attributional approach to our lifecycle analysis and measured the difference in total cradle-to-grave emissions between our redesigned product's environmental product declaration in 2024 and the baseline product's environmental product declaration from 2023.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1

Row 4

(7.74.1.1) Level of aggregation

☑ Product or service

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

☑ No taxonomy used to classify product(s) or service(s) as low carbon

(7.74.1.3) Type of product(s) or service(s)

Buildings construction and renovation
☑ Other, please specify :Task seating

(7.74.1.4) Description of product(s) or service(s)

Leap®

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

☑ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

☑ Other, please specify :ISO 14040:2006 - Principles and Framework and ISO 14044:2006 - Requirements and Guidelines

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

☑ Cradle-to-grave

(7.74.1.8) Functional unit used

Leap® 2024 AMER Redesigned: One unit of seating to seat one individual for a reference service life of 10 years. One product required to fulfill the functional unit. One Leap chair (product number 46216179) produced in the Americas, with a plastic base, 4D arms, and hard casters was modeled for this EPD. This office chair is determined to be a typical product based on sales of the variations.

(7.74.1.9) Reference product/service or baseline scenario used

Leap® 2023 AMER: One unit of seating to seat one individual for a reference service life of 10 years. One product required to fulfill the functional unit.

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

☑ Cradle-to-grave

(7.74.1.11) Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

0.063

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

We followed an attributional approach to our lifecycle analysis and measured the difference in total cradle-to-grave emissions between our redesigned product's environmental product declaration in 2024 and the baseline product's environmental product declaration from 2023.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

2

(7.79) Has your organization retired any project-based carbon credits within the reporting year?

☑ Yes

(7.79.1) Provide details of the project-based carbon credits retired by your organization in the reporting year.

Summary Table for (7.79.1)

Project type	Type of mitigation activity	Credits retired by your organization from this project in the reporting year (metric tons CO2e)	Vintage of credits at retirement
☑ Biochar	☑ Carbon removal	500	2024
☑ Reforestation	☑ Carbon removal	2,350	2019
☑ Methane avoidance	☑ Emissions reduction	23,692	2020
☑ Forest ecosystem restoration	☑ Emissions reduction	3,000	2021
☑ Forest ecosystem restoration	☑ Carbon removal	3,000	2021
1☑ HFCs	☑ Emissions reduction	100	2020
☑ HFCs	☑ Emissions reduction	10	2019
☑ Afforestation	☑ Carbon removal	550	2015
☑ Afforestation	☑ Carbon removal	356	2016
☑ Afforestation	☑ Carbon removal	100	2015
☑ Hydro	☑ Emissions reduction	300	2016
☑ Clean cookstove distribution	☑ Emissions reduction	100	2020
☑ Afforestation	☑ Carbon removal	100	2020
☑ Transport	☑ Emissions reduction	100	2016
☑ Transport	☑ Emissions reduction	130	2016
☑ Reforestation	☑ Carbon removal	243	2016
☑ Wind	☑ Emissions reduction	439	2014
☑ Other, please specify :Improved forest management	☑ Emissions reduction	100	2019
☑ HFCs	☑ Emissions reduction	150	2023
☑ Solar	☑ Emissions reduction	150	2020
☑ Energy efficiency: households	☑ Emissions reduction	150	2023

Row 1

(7.79.1.1) Project type

☑ Biochar

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: Carboneers SRC India Project ID: GCSP1024 Project methodology: Global Artisan C-Sink | Version 2.1A Geographic location: India This biochar project, led by Carboneers in partnership with local NGOs and farming communities in India, supports durable carbon removal by converting agricultural residues into biochar. Over 3,000 smallholder farmers are equipped with training and low-tech pyrolysis equipment to produce biochar from rice straw, corn stalks, and other crop residues. Biochar provides long-term carbon storage (over 1,000 years) and improves soil health by enhancing nutrient retention, water availability, and microbial activity. Production and application are digitally tracked via a mobile tool developed with Penn State University. The project is certified under the Global Artisan C-Sink Standard by Carbon Standards International and audited by Ceres Cert, and will also be delivering productivity and income benefits to farmers through improved yields and carbon credit revenues.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

500

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2024

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ Other private carbon crediting program, please specify :Carbon Standards International

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Upstream/downstream emissions
☑ Activity-shifting
☑ Market leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The program requires digital traceability of carbon flows, field-level data monitoring, proper biochar application protocols, and compliance with Global Artisan C-Sink and Verra/CDM safeguard frameworks.

(7.79.1.14) Please explain

Credit serial numbers: GCSR12987Date of retirement: 07/10/2025 The Net-Zero Strategy Team is responsible for pursuing all market-based initiatives to fulfill our annual operational carbon neutrality commitment. This includes the ongoing management of our virtual power purchase agreement, the annual purchase of energy attribute certificates, and the annual purchase of high-quality, third-party-verified carbon credits as described here. We purchase carbon credits equivalent to our scope 1 emissions each year once we have calculated and verified the emissions at the close of each fiscal year. First and foremost, we select high-quality projects that are verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits.

Row 2

(7.79.1.1) Project type

☑ Reforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: Humbo Ethiopia Assisted Natural Regeneration Project Project ID: GS10220 Project methodology: Afforestation/Reforestation GHG Emissions Reduction & Sequestration Methodology Geographic location: Ethiopia This reforestation project in Humbo, Ethiopia is implemented under the Gold Standard and engages local communities to restore degraded forest through assisted natural regeneration. Community cooperatives manage and protect reforested areas, with carbon revenue reinvested in local development. The project supports long-term carbon sequestration, biodiversity restoration, and improved land productivity. It adheres to Gold Standard safeguards on stakeholder engagement, sustainable development benefits, and long-term land use planning. Monitoring and verification are conducted regularly to ensure climate and social integrity. The project is expected to sequester substantial volumes of CO_2 over its 30-year crediting period, while delivering co-benefits such as erosion control, fuelwood supply, and diversified livelihoods in a region highly vulnerable to land degradation and climate stress.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

2350

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2019

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ Gold Standard

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting
☑ Market leakage
☑ Ecological leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The Gold Standard program requires projects to address sustainable development impacts, safeguard implementation, stakeholder consultation, and long-term land use and forest management.

(7.79.1.14) Please explain

Credit serial numbers: GS1-1-ET-GS10220-22-2019-27634-1733-4082Date of retirement: 07/10/2025 The Net-Zero Strategy Team is responsible for pursuing all market-based initiatives to fulfill our annual operational carbon neutrality commitment. This includes the ongoing management of our virtual power purchase agreement, the annual purchase of energy attribute certificates, and the annual purchase of high-quality, third-party-verified carbon credits as described here. We purchase carbon credits equivalent to our scope 1 emissions each year once we have calculated and verified the emissions at the close of each fiscal year. First and foremost, we select high-quality projects that are verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. Our average per-credit price across the portfolio is typically $8-10/mtCO2e.

Row 3

(7.79.1.1) Project type

☑ Methane avoidance

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Reducing Gas Leakages within the Titas Gas Distribution Network in Bangladesh - CER Conversion Project ID: VCS 2478 Project methodology: AMS-III.B Geographic location: Bangladesh This project focuses on reducing fugitive methane emissions from the Titas Gas distribution network in Bangladesh. Methane leak detection and repair activities are implemented to address emissions that would otherwise occur from pipeline infrastructure. The project follows Verra/CDM-approved methodology AMS-III.B and includes monitoring, reporting, and third-party verification of achieved emissions reductions. Activities are not legally required under the host country's current policies, confirming their additionality. While the project has limited social co-benefits beyond emissions reduction, it contributes to improved infrastructure safety, job creation for leak detection teams, and enhanced operational efficiency. Emissions reductions are real, quantifiable, and irreversible, with minimal risk of reversal or leakage.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

23692

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2020

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Upstream/downstream emissions

(7.79.1.13) Provide details of other issues the selected program requires projects to address

In addition to standard requirements set out by Verra/CDM frameworks, this project requires demonstration of alignment with host country sustainable development priorities

(7.79.1.14) Please explain

Credit serial numbers: 12058-379271619-379283592-VCS-VCU-1507-VER-BD-10-2478-08112019-31122020-1; 12058-378785486-378791344-VCS-VCU-1507-VER-BD-10-2478-08112019-31122020-1; 12058-379265760-379271618-VCS-VCU-1507-VER-BD-10-2478-08112019-31122020-1Date of retirement: 07/10/2025 The Net-Zero Strategy Team is responsible for pursuing all market-based initiatives to fulfill our annual operational carbon neutrality commitment. This includes the ongoing management of our virtual power purchase agreement, the annual purchase of energy attribute certificates, and the annual purchase of high-quality, third-party-verified carbon credits as described here. We purchase carbon credits equivalent to our scope 1 emissions each year once we have calculated and verified the emissions at the close of each fiscal year. First and foremost, we select high-quality projects that are verified by third parties to fulfill essential quality and integrity

requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. Our average per-credit price across the portfolio is typically $8-10/mtCO2e.

Row 4

(7.79.1.1) Project type

☑ Forest ecosystem restoration

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: The Nature Conservancy – Michigamme Highlands Carbon Project Project ID: ACR647 Project methodology: IFM V2.0 Geographic location: Michigan, United States The Michigamme Highlands Carbon Project is an improved forest management project that spans more than 13,000 acres of forests, wetlands, and glacial lakes across a portion of The Nature Conservancy's Wilderness Lakes Reserve and the Slate River Forest Reserve. Considered one of the most climate-resilient in Michigan, the project improves carbon sequestration and storage, contributes to an extensive conservation corridor of protected habitat for wide-ranging species, protects vital freshwater resources, and provides economic and recreational benefits to the surrounding communities.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

3000

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2021

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation
☑ Other, please specify :ACR tool for Risk Analysis and Buffer Determination

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Market leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

Additionality is demonstrated using the ACR Standard Three-Prong Additionality Test, demonstrating that the project activity is regulatory surplus, exceeds common practice, and faces either financial, technological or institutional barriers to implementation. The project addresses permanence by application of the ACR Tool for Risk Analysis and Buffer Determination v1.0, to assess risk of reversal and withhold from issuance a commensurate percentage of ERTs, to be held in reserve in the ACR buffer pool. Moreover, all projects under the ACR Improved Forest Management methodology must adhere to ongoing monitoring, reversal reporting, and compensation requirements as detailed in relevant methodologies and legally binding agreements (e.g., the ACR Reversal Risk Mitigation Agreement). To address the risk of market leakage, all lands under the projects ownership and/or management must be certified by a sustainable forestry certification system to safeguard against shifting harvests to other lands owned by the project proponent but not enrolled in the carbon market. A conservative crediting deduction is applied to account for the possibility that reduced harvest activities increase market demand and shift harvests to other landowners.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-647-2021-2151-25376 to 28375Date of retirement: 4/1/2025 4:46:11 PM The Net-Zero Strategy Team is responsible for pursuing all market-based initiatives to fulfill our annual operational carbon neutrality commitment. This includes the ongoing management of our virtual power purchase agreement, the annual purchase of energy attribute certificates, and the annual purchase of high-quality, third-party-verified carbon credits as described here. We purchase carbon credits equivalent to our scope 1 emissions each year once we have calculated and verified the emissions at the close of each fiscal year. First and foremost, we select high-quality projects that are verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. Our average per-credit price across the portfolio is typically $8-10/mtCO2e.

Row 5

(7.79.1.1) Project type

☑ Forest ecosystem restoration

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: The Nature Conservancy – Michigamme Highlands Carbon Project Project ID: ACR647 Project methodology: IFM V2.0 Geographic location: Michigan, United States The Michigamme Highlands Carbon Project is an improved forest management project that spans more than 13,000 acres of forests, wetlands, and glacial lakes across a portion of The Nature Conservancy's Wilderness Lakes Reserve and the Slate River Forest Reserve. Considered one of the most climate-resilient in Michigan, the project improves carbon sequestration and storage, contributes to an extensive conservation corridor of protected habitat for wide-ranging species, protects vital freshwater resources, and provides economic and recreational benefits to the surrounding communities.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

3000

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2021

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation
☑ Other, please specify :ACR tool for Risk Analysis and Buffer Determination

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Market leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

Additionality is demonstrated using the ACR Standard Three-Prong Additionality Test, demonstrating that the project activity is regulatory surplus, exceeds common practice, and faces either financial, technological or institutional barriers to implementation. The project addresses permanence by application of the ACR Tool for Risk Analysis and Buffer Determination v1.0, to assess risk of reversal and withhold from issuance a commensurate percentage of ERTs, to be held in reserve in the ACR buffer pool. Moreover, all projects under the ACR Improved Forest Management methodology must adhere to ongoing monitoring, reversal reporting, and compensation requirements as detailed in relevant methodologies and legally binding agreements (e.g., the ACR Reversal Risk Mitigation Agreement). To address the risk of market leakage, all lands under the projects ownership and/or management must be certified by a sustainable forestry certification system to safeguard against shifting harvests to other lands owned by the project proponent but not enrolled in the carbon market. A conservative crediting deduction is applied to account for the possibility that reduced harvest activities increase market demand and shift harvests to other landowners.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-647-2021-2150-4821 to 7820Date of retirement: 4/1/2025 4:53:00 PM The Net-Zero Strategy Team is responsible for pursuing all market-based initiatives to fulfill our annual operational carbon neutrality commitment. This includes the ongoing management of our virtual power purchase agreement, the annual purchase of energy attribute certificates, and the annual purchase of high-quality, third-party-verified carbon credits as described here. We purchase carbon credits equivalent to our scope 1 emissions each year once we have calculated and verified the emissions at the close of each fiscal year. First and foremost, we select high-quality projects that are verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. Our average per-credit price across the portfolio is typically $8-10/mtCO2e.

Row 6

(7.79.1.1) Project type

☑ HFCs

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Advanced Refrigeration Solutions, USA Project ID: ACR791 / ACR747 / ACR813 Project methodology: Advanced Refrigeration Systems Geographic location: United States Challenge: The chemicals used for our everyday refrigeration needs can release especially harmful gases such as Hydrofluorocarbons (HFCs) that can have over 1,000x times greater warming capacity in the atmosphere than carbon dioxide. Solution: This set of advanced refrigeration projects supports the transition to greener practices among small- and medium-sized industrial businesses to go above and beyond mandates to decarbonize their business processes. Impact: Supports the environmentally sound management of chemicals and all wastes throughout their life cycle, in line with international frameworks, and

significantly reduces their release to air, water and soil. These industrial efficiency projects prevent extremely potent greenhouse gases from reaching the atmosphere.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2020

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No emissions leakage expected

(7.79.1.13) Provide details of other issues the selected program requires projects to address

ACR requires all Project Proponents to prepare and disclose an environmental and social impact assessment, mitigation of any negative impacts, and monitoring of any negative impacts and risks. ACR requires the use of the most recently published ACR Environmental and Social Impact Assessment Report template on the ACR website, provided within or as an appendix to the GHG Project Plan, for the assessment of environmental and social impacts of the Project, taking into account the scope and scale of the project activity and the mitigation measures.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-747-2020-1667-4662 to 4761Date of retirement: 07/23/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 7

(7.79.1.1) Project type

☑ HFCs

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Advanced Refrigeration US49 - ARS 004 Project ID: ACR598 Project methodology: Advanced Refrigeration Systems Geographic location: United States Challenge: The chemicals used for our everyday refrigeration needs can release especially harmful gases such as Hydrofluorocarbons (HFCs) that can have over 1,000x times greater warming capacity in the atmosphere than carbon dioxide. Solution: This set of advanced refrigeration projects supports the transition to greener practices among small- and medium-sized industrial businesses to go above and beyond mandates to decarbonize their business processes. Impact: Supports the environmentally sound management of chemicals and all wastes throughout their life cycle, in line with international frameworks, and significantly reduces their release to air, water and soil. These industrial efficiency projects prevent extremely potent greenhouse gases from reaching the atmosphere.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

10

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2019

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No emissions leakage expected

(7.79.1.13) Provide details of other issues the selected program requires projects to address

ACR requires all Project Proponents to prepare and disclose an environmental and social impact assessment, mitigation of any negative impacts, and monitoring of any negative impacts and risks. ACR requires the use of the most recently published ACR Environmental and Social Impact Assessment Report template on the ACR website, provided within or as an appendix to the GHG Project Plan, for the assessment of environmental and social impacts of the Project, taking into account the scope and scale of the project activity and the mitigation measures.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-598-2019-1274-396956 to 396965Date of retirement: 08/07/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 8

(7.79.1.1) Project type

☑ Afforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: 'Guanaré' Forest Plantations on degraded grasslands under extensive grazing Project ID: VCS 959 Project methodology: AR-ACM0001 Geographic location: Uruguay Challenge: Uruguay's tree cover has decreased 23% since 2000 per Global Forest Watch. This area of Uruguay has been grazed by cattle for over 300 years which has led to soil erosion and degradation of grasslands. Without carbon finance, tree planting is not a worthwhile form of land use for locals. Solution: Carbon finance is used to combine sustainable forestry with cattle grazing. Trees are planted on higher and more degraded land, reducing topsoil degradation, while cattle graze the lower areas. The project promotes sustainable timber creation and contributes to increasing afforestation rates globally. Impact: The project is certified by the Forest Stewardship Council (FSC), balancing timber production and sales with habitat creation. The tree planting project brings new job opportunities to Uruguay, while respecting existing cattle farmers' land use. The newly grown tree canopy also provides habitat for wildlife.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

550

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2015

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting

(7.79.1.13) Provide details of other issues the selected program requires projects to address

VCS AFOLU Requirements Section 3.1.5: Negative environmental and socio-economic impacts Project proponents shall identify potential negative environmental and socio-economic impacts and shall take steps to mitigate them. Additional standards such as the Climate, Community & Biodiversity Standards (CCBS) or Forest Stewardship Council (FSC) certification may be applied to demonstrate social and environmental benefits beyond GHG emissions reductions or removals. VCUs may be tagged with additional standards and certifications on the VCS project database where both the VCS and another standard are applied.

(7.79.1.14) Please explain

Credit serial numbers: 10915-256591680-256592229-VCS-VCU-261-VER-UY-14-959-01012015-31122015-1Date of retirement: 07/16/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 9

(7.79.1.1) Project type

☑ Afforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: 'Guanaré' Forest Plantations on degraded grasslands under extensive grazing Project ID: VCS 959 Project methodology: AR-ACM0001 Geographic location: Uruguay Challenge: Uruguay's tree cover has decreased 23% since 2000 per Global Forest Watch. This area of Uruguay has been grazed by cattle for over 300 years which has led to soil erosion and degradation of grasslands. Without carbon finance, tree planting is not a worthwhile form of land use for locals. Solution: Carbon finance is used to combine sustainable forestry with cattle grazing. Trees are planted on higher and more degraded land, reducing topsoil degradation, while cattle graze the lower areas. The project promotes sustainable timber creation and contributes to increasing afforestation rates globally. Impact: The project is certified by the Forest Stewardship Council (FSC), balancing timber production and sales with habitat creation. The tree planting project brings new job opportunities to Uruguay, while respecting existing cattle farmers' land use. The newly grown tree canopy also provides habitat for wildlife.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

356

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2016

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting

(7.79.1.13) Provide details of other issues the selected program requires projects to address

VCS AFOLU Requirements Section 3.1.5: Negative environmental and socio-economic impacts Project proponents shall identify potential negative environmental and socio-economic impacts and shall take steps to mitigate them. Additional standards such as the Climate, Community & Biodiversity Standards (CCBS) or Forest Stewardship Council (FSC) certification may be applied to demonstrate social and environmental benefits beyond GHG emissions reductions or removals. VCUs may be tagged with additional standards and certifications on the VCS project database where both the VCS and another standard are applied.

(7.79.1.14) Please explain

Credit serial numbers: 10083-177388545-177388900-VCS-VCU-261-VER-UY-14-959-01012016-31122016-1Date of retirement: 08/07/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with

CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® certified product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 10

(7.79.1.1) Project type

☑ Afforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: 'Guanaré' Forest Plantations on degraded grasslands under extensive grazing Project ID: VCS 959 Project methodology: AR-ACM0001 Geographic location: Uruguay Challenge: Uruguay's tree cover has decreased 23% since 2000 per Global Forest Watch. This area of Uruguay has been grazed by cattle for over 300 years which has led to soil erosion and degradation of grasslands. Without carbon finance, tree planting is not a worthwhile form of land use for locals. Solution: Carbon finance is used to combine sustainable forestry with cattle grazing. Trees are planted on higher and more degraded land, reducing topsoil degradation, while cattle graze the lower areas. The project promotes sustainable timber creation and contributes to increasing afforestation rates globally. Impact: The project is certified by the Forest Stewardship Council (FSC), balancing timber production and sales with habitat creation. The tree planting project brings new job opportunities to Uruguay, while respecting existing cattle farmers' land use. The newly grown tree canopy also provides habitat for wildlife.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2015

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting

(7.79.1.13) Provide details of other issues the selected program requires projects to address

VCS AFOLU Requirements Section 3.1.5: Negative environmental and socio-economic impacts Project proponents shall identify potential negative environmental and socio-economic impacts and shall take steps to mitigate them. Additional standards such as the Climate, Community & Biodiversity Standards (CCBS) or Forest Stewardship Council (FSC) certification may be applied to demonstrate social and environmental benefits beyond GHG emissions reductions or removals. VCUs may be tagged with additional standards and certifications on the VCS project database where both the VCS and another standard are applied.

(7.79.1.14) Please explain

Credit serial numbers: 10498-221460567-221460666-VCS-VCU-261-VER-UY-14-959-01012015-31122015-1Date of retirement: 04/28/2025 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 11

(7.79.1.1) Project type

☑ Hydro

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Hunan Tongba Small Hydropower Project Project ID: CDM 4408 Project methodology: AMS-I.D Geographic location: China Challenge: 60% of all electricity globally is still generated by burning fossil fuels. While hydro is expected to be eventually overtaken by wind and solar, hydropower currently generates more electricity than all other renewable technologies combined and is expected to remain the world's largest source of renewable electricity generation into the 2030s. To reduce emissions by 8% per year, a much faster roll-out of renewables is needed – so that renewables not only meet the growth in energy demand, but

displace fossil fuel sources. China is the world's largest producer and consumer of coal. Solution:The total installed capacity of this project in Zhuzhou City of Hunan Province, China is 15 MW equipped with 3 sets of hydro turbine generators with a unit capacity of 5 MW. The estimated electricity delivered to the project electricity system, i.e. Central China Power Grid by the Project is 52,202 MWh annually. The total annual power generation of the project is 52,995MWh, equals to 3,533 operating hours at full capacity. Clean electricity from this project displaces electricity that would otherwise be generated by burning fossil fuels. Carbon finance provides essential funds to support the development of renewable energy projects like this. Supporting renewable energy projects is a fast and effective way to reduce emissions from global electricity generation. Impact: In addition to reducing emissions, delivering urgent Climate Action (SDG 13), renewable energy projects like this one support Affordable and Clean Energy (SDG 7) to increase the development of sustainable and resilient energy infrastructure, helping reduce blackouts and shortages during peak hours of demand, as well as increasing the share of renewables in the global energy mix. Clean power projects also contribute to Decent Work and Economic Growth (SDG 8), with the local economy and residents' livelihoods improved through the creation of jobs – full-time operational roles and temporary jobs during construction.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

300

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2016

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ CDM (Clean Development Mechanism)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No risk of leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The CDM requires projects to minimize and avoid negative environmental, economic, and social impacts through several mechanisms.-Environmental Impact Assessment (EIA): Identifies potential environmental risks (biodiversity, water, soil, air) and develops mitigation measures.-Stakeholder Consultations: Gathers input from local communities and other stakeholders on potential impacts and project design.-Sustainable Development Criteria: Assesses projects against social, economic, and environmental criteria to ensure positive contributions.-Monitoring and Reporting: Tracks actual environmental and social impacts throughout the project lifecycle.-Safeguard Policies: Addresses involuntary resettlement, indigenous peoples' rights, and biodiversity conservation to prevent negative impacts.

(7.79.1.14) Please explain

Credit serial numbers: 1,140,386,620 - 1,140,386,919Date of retirement: 07/11/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 12

(7.79.1.1) Project type

☑ Clean cookstove distribution

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Clean Cook Stoves in Sub-Saharan Africa by ClimateCare Limited Project ID: CDM POA 8438 Project methodology: AMS-II.G Geographic location: Kenya Challenge: Rural Kenyans typically use wood to cook over a fire, which creates indoor air pollution and puts pressure on local forests. Without access to cleaner cooking stoves, deforestation and rates of illness from smoke will continue to rise. Solution: Carbon finance supports the local manufacturing and distribution of clean cooking stoves in Kenya. Each Burn stove reduces a household's fuel use, improves their air quality, and slows local demand on forests for cooking fuel. Impact: Burn cookstoves are made at a state-of-the-art solar powered factory in Nairobi that offers women equal job opportunities. Most families recover the initial cost of the stove within a few months, with annual savings thereafter that can go to food or education.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2020

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ CDM (Clean Development Mechanism)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :Leakage related to the non-renewable woody biomass saved by the project activity

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The CDM requires projects to minimize and avoid negative environmental, economic, and social impacts through several mechanisms.-Environmental Impact Assessment (EIA): Identifies potential environmental risks (biodiversity, water, soil, air) and develops mitigation measures.-Stakeholder Consultations: Gathers input from local communities and other stakeholders on potential impacts and project design.-Sustainable Development Criteria: Assesses projects against social, economic, and environmental criteria to ensure positive contributions.-Monitoring and Reporting: Tracks actual environmental and social impacts throughout the project lifecycle.-Safeguard Policies: Addresses involuntary resettlement, indigenous peoples' rights, and biodiversity conservation to prevent negative impacts.

(7.79.1.14) Please explain

Credit serial numbers: 10,287,849 - 10,287,948Date of retirement: 07/11/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select

high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 13

(7.79.1.1) Project type

☑ Afforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: Guoluo Grassland Sustainable Management Project Project ID: VCS2458 Project methodology: VM0026 Geographic location: China Challenge: The plateau region of the Yangtze, Yellow and Lancang Rivers, also known as the Three Rivers, has suffered grassland degradation over the past few decades due to overgrazing and warming. Thriving grasslands are important for stabilizing soils and slowing the snowmelt from nearby mountains. Solution: The project removes carbon from the atmosphere by restoring the plateau's degraded grasslands. Located in the central Chinese province of Qinghai, this project is restoring over 160,000 hectares of degraded grasslands by seeding three species of native grass. Impact: This project qualifies for Biodiversity Gold Level status under the CCB standards for exceptional biodiversity benefits in a Key Biodiversity Area (KBA) with endangered species such as the steppe eagle, saker falcon, and alpine musk deer. Over half of the twelve thousand local herders who were employed as part of the project were women.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2020

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Barrier analysis
☑ Market penetration assessment
☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation
☑ Other, please specify :Additional note: 10% of the net GHG removals of the project during this monitoring period will be deposited into the buffer account according to VCS AFOLU Requirement in case of reversal.

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No risk of leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

According to the Project Design Report, grazing was strictly forbidden in the first five years after seeding, and then controlled grazing will be allowed depending on the growth situation of the forage. Instead, the County Forestry and Grassland Bureau measures the grass yield of the surrounding grasslands in the project area, and

guides herders to graze in a reasonable area, so the project will not reduce the grazing productivity. In addition, the local government issued subsidies to the herders in the project area who implemented the prohibition of grazing. All these measures can ensure the long-term sustainable development of the project. Therefore, the identified HCV attributes within the project zone will not be negatively impacted. In addition, the project area is located in Three River (Yangtze River, Yellow River and Lancang River) Source Region, the implementation of the project can maintain water and soil, purify water sources, and play an important role in the water safety of local residents and downstream residents. This will ensure the water safety of local residents and downstream residents. Thus, none of the HCVs related to community well-being will be negatively affected by the project.

(7.79.1.14) Please explain

Credit serial numbers: 14474-597932075-597932174-VCS-VCU-291-VER-CN-14-2458-01012020-31122020-1Date of retirement: 07/16/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 14

(7.79.1.1) Project type

☑ Transport

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Metro Delhi, India Project ID: CDM4463 Project methodology: ACM0016 Geographic location: India Challenge: Public transport is the primary mode of road transportation for billions of people in India. However, most road transport still relies on fossil fuels. Electrifying and therefore decarbonizing transport systems is critical as India has the highest death toll per year from air pollution. Solution: Carbon finance supported the Delhi Metro in installing over 100 kilometres of state-of-the art electric rail systems with new trains. Emission reductions are achieved by reducing GHG (greenhouse gas) emissions per passenger-kilometre, compared to

conventional modes of transport like buses. Impact: This project is reducing emissions while increasing access to affordable transport in Delhi. The project is entirely rail-based and only uses electricity. Passengers can now use preboard e-tickets with rechargeable cards at turnstiles to deduct the correct fare by distance.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2016

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ CDM (Clean Development Mechanism)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Upstream/downstream emissions

☑ Other, please specify :Emissions due to changes of the load factor of taxis and buses of the baseline transport system due to the project and emissions due to reduced congestion on affected roads, provoking higher average vehicle speed

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The CDM requires projects to minimize and avoid negative environmental, economic, and social impacts through several mechanisms.-Environmental Impact Assessment (EIA): Identifies potential environmental risks (biodiversity, water, soil, air) and develops mitigation measures.-Stakeholder Consultations: Gathers input from local communities and other stakeholders on potential impacts and project design.-Sustainable Development Criteria: Assesses projects against social, economic, and environmental criteria to ensure positive contributions.-Monitoring and Reporting: Tracks actual environmental and social impacts throughout the project lifecycle.-Safeguard Policies: Addresses involuntary resettlement, indigenous peoples' rights, and biodiversity conservation to prevent negative impacts.

(7.79.1.14) Please explain

Credit serial numbers: 253,910,318 - 253,910,417Date of retirement: 07/11/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 15

(7.79.1.1) Project type

☑ Transport

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Metro Delhi, India Project ID: CDM4463 Project methodology: ACM0016 Geographic location: India Challenge: Public transport is the primary mode of road transportation for billions of people in India. However, most road transport still relies on fossil fuels. Electrifying and therefore decarbonizing transport systems is critical as India has the highest death toll per year from air pollution. Solution: Carbon finance supported the Delhi Metro in installing over 100 kilometres of state-of-the art electric rail systems with new trains. Emission reductions are achieved by reducing GHG (greenhouse gas) emissions per passenger-kilometre, compared to conventional modes of transport like buses. Impact: This project is reducing emissions while increasing access to affordable transport in Delhi. The project is entirely rail-based and only uses electricity. Passengers can now use preboard e-tickets with rechargeable cards at turnstiles to deduct the correct fare by distance.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

130

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2016

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ CDM (Clean Development Mechanism)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Investment analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Upstream/downstream emissions
☑ Other, please specify :Emissions due to changes of the load factor of taxis and buses of the baseline transport system due to the project and emissions due to reduced congestion on affected roads, provoking higher average vehicle speed

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The CDM requires projects to minimize and avoid negative environmental, economic, and social impacts through several mechanisms.-Environmental Impact Assessment (EIA): Identifies potential environmental risks (biodiversity, water, soil, air) and develops mitigation measures.-Stakeholder Consultations: Gathers input from local communities and other stakeholders on potential impacts and project design.-Sustainable Development Criteria: Assesses projects against social, economic, and environmental criteria to ensure positive contributions.-Monitoring and Reporting: Tracks actual environmental and social impacts throughout the project lifecycle.-Safeguard Policies: Addresses involuntary resettlement, indigenous peoples' rights, and biodiversity conservation to prevent negative impacts.

(7.79.1.14) Please explain

Credit serial numbers: 253,944,475 - 253,944,604Date of retirement: 08/07/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong

co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 16

(7.79.1.1) Project type

☑ Reforestation

(7.79.1.2) Type of mitigation activity

☑ Carbon removal

(7.79.1.3) Project description

Project name: TIST Program in Kenya Project ID: VCS 594 / 595 / 596 / 597 / 737 / 899 / 996 Project methodology: AR-ACM0001 / AR-AMS0001 Geographic location: Kenya Challenge: Kenya and Uganda's tree cover has decreased 11.5% since 2000 per Global Forest Watch. Traditionally, farmers clear trees to increase available agricultural land, a process which erodes quality by removing nutrients from the soil. Wood fuel is also a commonly used source of cooking fuel for each meal. Solution: This project organizes local climate action leaders into hundreds of small tree planting groups on lands owned by local subsistence farmers. The project emphasizes fruit and nut trees that improve foot security. Participants also receive training in technology skills for mobile tree monitoring via a proprietary app. Impact: The maturing trees remove carbon while the conservation farming techniques improve crop yield and produce fruits, nuts, and honey. Small farming groups must rotate leadership roles and give women access to management responsibility. As a community-led initiative it is empowering those least responsible for, but most affected by climate change.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

243

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2016

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ VCS/Verra (Verified Carbon Standard)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :Leakage assumed to be zero as there is no displacement of people or farming activities from within the project boundary, and no harvesting of wood outside of the project area. There is also no fossil fuel usage for vehicles or equipment.

(7.79.1.13) Provide details of other issues the selected program requires projects to address

VCS AFOLU Requirements Section 3.1.5: Negative environmental and socio-economic impacts Project proponents shall identify potential negative environmental and socio-economic impacts and shall take steps to mitigate them. Additional standards such as the Climate, Community & Biodiversity Standards (CCBS) or Forest Stewardship Council (FSC) certification may be applied to demonstrate social and environmental benefits beyond GHG emissions reductions or removals. VCUs may be tagged with additional standards and certifications on the VCS project database where both the VCS and another standard are applied.

(7.79.1.14) Please explain

Credit serial numbers: 10483-220841606-220841848-VCS-VCU-352-VER-KE-14-737-01012018-31122018-1Date of retirement: 08/07/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 17

(7.79.1.1) Project type

☑ Wind

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Wind power project in Tamil Nadu by SWPPL Project ID: CDM7901 (VCS1018) Project methodology: ACM2 Geographic location: India Challenge: 60% of all electricity globally is still generated by burning fossil fuels. That is despite the past two decades having seen wind and solar generation grow rapidly to 12% of global generation, and become the vast majority of new capacity added annually. To reduce emissions by 8% per year, a much faster roll-out of renewables is needed – so that renewables not only meet the growth in energy demand, but displace fossil fuel sources. Now the most populous country in the world, India is the second biggest consumer of coal and third biggest consumer of oil in the world. Solution: Clean electricity from this project displaces electricity that would otherwise be generated by burning fossil fuels. Carbon finance provides essential funds to support the development of renewable energy projects like this. Supporting renewable energy projects is a fast and effective way to reduce emissions from global electricity generation. Impact: In addition to reducing emissions, delivering urgent Climate Action (SDG 13), renewable energy projects like this one support Affordable and Clean Energy (SDG 7) to increase the development of sustainable and resilient energy infrastructure, helping reduce blackouts and shortages during peak hours of demand, as well as increasing the share of renewables in the global energy mix. Clean power projects also contribute to Decent Work and Economic Growth (SDG 8), with the local economy and residents' livelihoods improved through the creation of jobs – full-time operational roles and temporary jobs during construction.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

439

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2014

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ CDM (Clean Development Mechanism)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Investment analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No emissions leakage expected

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The proposed project does not fall under the list of activities requiring an Environmental Impact Assessment (EIA) as per Schedule 1 of the EIA notification 2006, issued by the Ministry of Environment and Forests under the Environment (Protection) Act 1986. As the project involves the installation of Wind Energy Generators (WEGs) for power generation using wind, which is a clean energy source, it is not expected to cause any negative environmental impacts. Consequently, no EIA study was conducted for this project. The environmental impacts from the proposed Clean Development Mechanism (CDM) project activity are considered insignificant, further supporting the decision not to conduct an EIA.

(7.79.1.14) Please explain

Credit serial numbers: 319,769,312 - 319,769,750Date of retirement: 08/07/2024 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 18

(7.79.1.1) Project type

☑ Other, please specify :Improved forest management

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: ILTF/NICC & SIG Keweenaw Bay Indian Community Forest Carbon Project Project ID: ACR637 Project methodology: Improved Forest Management (IFM) on Non-Federal U.S. Forestlands Geographic location: United States Challenge: The Keweenaw Bay Indian Community is part of the historic Lake Superior Band of Chippewa Indians located on both sides of the Keweenaw Bay. This community is part of the larger L'Anse Reservation which is both the oldest and the largest reservation in Michigan. Solution: The Keweenaw Bay Indian Community Forest Carbon Project area is located on approximately 15,356 acres of forests in Upper Peninsula Michigan. By committing to maintain forest carbon stocks above the regional baseline, the project will provide significant climate benefits through carbon sequestration. Impact: The project provides a new revenue stream for forest landowners. By maintaining forests and ensuring sustainable forest management the project sustains the character and economic viability of local communities. Improving forest management will reduce habitat fragmentation, degradation and disturbance of water processes.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

100

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2019

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Barrier analysis
☑ Market penetration assessment

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ Monitoring and compensation

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting
☑ Market leakage

(7.79.1.13) Provide details of other issues the selected program requires projects to address

ACR requires all Project Proponents to prepare and disclose an environmental and social impact assessment, mitigation of any negative impacts, and monitoring of any negative impacts and risks. ACR requires the use of the most recently published ACR Environmental and Social Impact Assessment Report template on the ACR website, provided within or as an appendix to the GHG Project Plan, for the assessment of environmental and social impacts of the Project, taking into account the scope and scale of the project activity and the mitigation measures.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-637-2019-1565-11251 to 11350Date of retirement: 04/04/2025 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 19

(7.79.1.1) Project type

☑ HFCs

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: A-Gas V16 Project ID: ACR973 Project methodology: Certified Reclaimed HFC Refrigerants, Propellants, and Fire Suppressants Geographic location: United States Challenge: It is estimated that only 2% of HFCs used in the US come from reclaimed sources, showing the significant opportunity for climate action in this industry. These hydrofluorocarbons (HFCs) are considered a super pollutant as they can have over 1,000x times greater global warming potential (GWP) than carbon dioxide. Solution: The innovative projects displace new HFC production by re-using previously used HFC that has been recovered from equipment and reclaimed to like-new purity. The projects then use certified reclaimed HFCs in the manufacturing or servicing of refrigeration, air conditioning, or fire suppressant equipment. Impact: These projects are an important tool to reduce super-polluting greenhouse gas emissions from the refrigeration, air conditioning, and fire suppressant industrial sectors. By leveraging carbon markets to incentivize the reclamation and reuse of HFCs, we can phase down the amount of super pollutants in our atmosphere.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

150

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2023

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Consideration of legal requirements
☑ Market penetration assessment
☑ Other, please specify :Performance Standard Test

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Other, please specify :No emissions leakage expected

(7.79.1.13) Provide details of other issues the selected program requires projects to address

ACR requires all Project Proponents to prepare and disclose an environmental and social impact assessment, mitigation of any negative impacts, and monitoring of any negative impacts and risks. ACR requires the use of the most recently published ACR Environmental and Social Impact Assessment Report template on the ACR website, provided within or as an appendix to the GHG Project Plan, for the assessment of environmental and social impacts of the Project, taking into account the scope and scale of the project activity and the mitigation measures.

(7.79.1.14) Please explain

Credit serial numbers: ACR-US-973-2023-2375-376733 to 376882Date of retirement: 04/04/2025 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle

analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 20

(7.79.1.1) Project type

☑ Solar

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: MicroEnergy Credits, Microfinance for Clean Energy Product Lines India, CDM PoA 9181 Project ID: CDM PoA9181 / GS11490 Project methodology: AMS-III.AR / AMS-II.G / AMS III.AV Geographic location: India Challenge: This projects puts communities at the heart of the clean energy transition in India, reducing emissions from solid fuels, and preventing deforestation. The project addresses indoor air pollution from inefficient lamps and stoves, waterborne illness from unsafe water, and lost productivity in the evening without reliable lighting. Solution: The project works with microfinance institutions to provide clean energy microloans, scaling the impact of carbon funding. Carbon funding empowers micro-entrepreneurs, mostly women, to distribute affordable clean energy solutions such as solar lighting, efficient stoves and water purifiers. Impact: Women in these communities have the unique opportunity to earn income by promoting and distributing the household fuel-saving devices. These micro-entrepreneurs are trusted climate action leaders, who come from the local communities they serve, know the barriers to adoption to overcome and often have been microfinance recipients in the past.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

150

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2020

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ ACR (American Carbon Registry)

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting

(7.79.1.13) Provide details of other issues the selected program requires projects to address

The Clean Development Mechanism (CDM) imposes stringent requirements on renewable energy projects to minimize and avoid negative environmental, economic, and social impacts. Environmentally, projects must comply with the host country's laws, conduct thorough environmental impact assessments, and implement measures to mitigate identified risks, ensuring biodiversity and ecosystems are protected. Economically, CDM projects are expected to foster local employment, support regional economic development, and guarantee fair compensation for land use or resource exploitation. Social safeguards include mandatory stakeholder consultations to address community concerns, protection of indigenous peoples' rights, and contributions to the sustainable development goals of the host country.

Before approval, projects must be reviewed by the host country's Designated National Authority, which assesses their impact on sustainable development, and by the CDM Executive Board to ensure compliance. Additionally, projects undergo continuous monitoring and third-party verification, with a "negative list" in place to exclude project types that could have adverse impacts.

(7.79.1.14) Please explain

Credit serial numbers: GS1-1-IN-GS11504-16-2020-26242-3772-3921Date of retirement: 07/01/2025 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

Row 21

(7.79.1.1) Project type

☑ Energy efficiency: households

(7.79.1.2) Type of mitigation activity

☑ Emissions reduction

(7.79.1.3) Project description

Project name: Aqua Clara Safe Water Program Project ID: GS11169 Project methodology: GS Methodology for emission reductions from safe drinking water supply Geographic location: Kenya Challenge: Half of all Kenyans do not have access to safe drinking water, often collecting water from rivers or streams and then boiling to purify. Boiling water each time before drinking reduces forest cover, causes carbon emissions, and exposes people to harmful smoke. Solution: Half of all Kenyans do not have access to safe drinking water, often collecting water from rivers or streams and then boiling to purify. Boiling water each time before drinking reduces forest cover, causes carbon emissions, and exposes people to harmful smoke. Impact: Improved health and wellbeing from reduced exposure to unsafe water and household smoke. Beyond sharing the tools for safe water, Aqua Clara also shares the knowledge of how to maintain the bio-sand filters and the importance of washing hands and fresh foods.

(7.79.1.4) Credits retired by your organization from this project in the reporting year (metric tons CO2e)

150

(7.79.1.5) Purpose of retirement

☑ Voluntary offsetting

(7.79.1.6) Are you able to report the vintage of the credits at retirement?

☑ Yes

(7.79.1.7) Vintage of credits at retirement

2023

(7.79.1.8) Were these credits issued to or purchased by your organization?

☑ Purchased

(7.79.1.9) Carbon-crediting program by which the credits were issued

☑ Gold Standard

(7.79.1.10) Method the program uses to assess additionality for this project

☑ Standardized Approaches

(7.79.1.11) Approaches by which the selected program requires this project to address reversal risk

☑ No risk of reversal

(7.79.1.12) Potential sources of leakage the selected program requires this project to have assessed

☑ Activity-shifting

(7.79.1.13) Provide details of other issues the selected program requires projects to address

Gold Standard requires all projects to meet the following principles underlying the Gold Standard for the Global Goals: 1. Contribution to Climate Security and Sustainable Development, 2. Safeguarding Principles: Projects shall conduct a Safeguarding Principles Assessment and conform to Gold Standard Safeguarding Principles and Requirements, 3. Stakeholder Inclusivity: Projects shall identify and engage Relevant Stakeholders and seek Expert Stakeholder input where necessary in the design, planning and implementation of the Project. Project design shall reflect the views and inputs of stakeholders and ongoing feedback shall be sought, captured and acted upon throughout the life of the Project. 4. Demonstration of real outcomes, 5. Financial Additionality and Ongoing Financial Need: All Projects must demonstrate impacts that are additional as compared to their baseline scenario.

(7.79.1.14) Please explain

Credit serial numbers: GS1-1-KE-GS11169-16-2023-27905-7686-7835Date of retirement: 04/11/2025 While we work to reduce the embodied carbon of our products through our science-based targets and Sustainable Design Framework, today we offer a collection of solutions with CarbonNeutral® product certification. The Product Sustainability Marketing Team is responsible for the management of our CarbonNeutral® product portfolio. Our top task seating and desking products have been certified by Climate Impact Partners as CarbonNeutral® products in accordance with The Carbon Neutral Protocol. Each of these products has had a lifecycle analysis completed to measure the cradle-to-grave lifecycle impacts of the product, with the results published and verified as Environmental Product Declarations. Then, we provide financing to verified carbon reduction and removal projects equivalent to the cradle-to-grave carbon footprint of our products. First and foremost, we select high-quality projects verified by third parties to fulfill essential quality and integrity requirements. We also seek a diversity of project types, especially those with strong co-benefits for people, communities, and nature, and those located within each region where we operate. We also aim to develop a forward-looking offset portfolio with a mix of avoidance and removal credits. In fact, our carbon neutral products are supported by majority carbon removal projects today. Corresponding adjustments have not been issued for these carbon credits. Climate Impact Partners' standard process implies a due diligence screening and QA report.

C8. Environmental performance - Forests

(8.1) Are there any exclusions from your disclosure of forests-related data?

	Exclusion from disclosure
Timber products	☑ Yes
Cattle products	☑ No

(8.1.1) Provide details on these exclusions.

Timber products

(8.1.1.1) Exclusion

☑ Other, please specify :Packaging data (wood pallets and cardboard)

(8.1.1.2) Description of exclusion

Our timber disclosure excludes wood-based packaging materials, specifically wood pallets and cardboard, due to a lack of available data from our suppliers.

(8.1.1.3) Value chain stage

☑ Upstream value chain

(8.1.1.4) Reason for exclusion

☑ Data is not available

(8.1.1.5) Primary reason why data is not available for your disclosed commodity

☑ Challenges associated with data collection and/or quality

(8.1.1.8) Indicate if you are providing the commodity volume that is being excluded from your disclosure of forests-related data

☑ No, the volume excluded is unknown

(8.1.1.10) Please explain

Our disclosure focuses on primary timber products. We exclude wood-based packaging materials (specifically wood pallets and cardboard) because we lack reliable data from our suppliers.

(8.2) Provide a breakdown of your disclosure volume per commodity.

	Disclosure volume (metric tons)	Volume type	Sourced volume (metric tons)
Timber products	*76997*	☑ Sourced	*76997*
Cattle products	*33.4*	☑ Sourced	*33.4*

(8.5) Provide details on the origins of your sourced volumes.

Table (8.5)

Category	Country/area of origin	First level administrative division	Specify the states or equivalent jurisdictions	Volume sourced from country/area of origin (metric tons)	Source
Timber products	☑ United States of America	☑ States/equivalent jurisdictions	Michigan, Oregon	54,147	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Cattle products	☑ Germany	☑ Not disclosing		2.57	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)

Timber products	☑ Austria	☑ States/equivalent jurisdictions	St. Johann	7,817	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Canada	☑ Not disclosing		2,911	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ China	☑ States/equivalent jurisdictions	Shandong Province, Guangdong Province, Guangxi Province	3,030	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Spain	☑ Not disclosing		2,235	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ India	☑ Not disclosing		1,283	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Malaysia	☑ Not disclosing		285	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Russian Federation	☑ Not disclosing		430	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Cameroon	☑ Not disclosing		268	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Poland	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Germany	☑ Not disclosing		1,675	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ France	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Chile	☑ Not disclosing		110	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Slovenia	☑ Not disclosing		120	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)

Timber products	☑ Italy	☑ Not disclosing		134	☑ Trader/broker/commodity market ☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Mexico	☑ Not disclosing		1	☑ Trader/broker/commodity market
Timber products	☑ Ghana	☑ Not disclosing		2	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Croatia	☑ Not disclosing		116	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Brazil	☑ Not disclosing		113	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Switzerland	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Czechia	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Belgium	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Finland	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Latvia	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Netherlands	☑ Not disclosing		105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Timber products	☑ Sweden	☑ States/equivalent jurisdictions	Svenljunga	105	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Cattle products	☑ Spain	☑ States/equivalent jurisdictions	Madrid	5.32	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Cattle products	☑ Italy	☑ Not disclosing		1.34	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Cattle products	☑ Sweden	☑ States/equivalent jurisdictions	Svenljunga	20.66	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)
Cattle products	☑ United States of America	☑ Not disclosing		3.51	☑ Contracted suppliers (processors) ☑ Contracted suppliers (manufacturers)

(8.7) Did your organization have a no-deforestation or no-conversion target, or any other targets for sustainable production/ sourcing of your disclosed commodities, active in the reporting year?

Timber products

(8.7.1) Active no-deforestation or no-conversion target

☑ No, but we plan to have a no-deforestation or no-conversion target in the next two years

(8.7.3) Primary reason for not having an active no-deforestation or no-conversion target in the reporting year

☑ Not an immediate strategic priority

(8.7.4) Explain why you did not have an active no-deforestation or no-conversion target in the reporting year

Our organization does not currently have a standalone no-deforestation or no-conversion target because our existing practices and commitments already address these risks effectively. We adhere to all applicable trade and sourcing regulations in the local and regional markets where we operate, which ensures a low-risk profile with respect to deforestation and the conversion of natural ecosystems. In addition, we are actively preparing to comply with the EU Deforestation Regulation (EUDR), which explicitly requires no-deforestation; we manage this as a regulatory compliance obligation rather than a separate voluntary target. Finally, we continue to increase the proportion of wood we source from FSC and PEFC certified suppliers, which further supports responsible forest management and contributes to preventing deforestation and conversion of natural ecosystems.

(8.7.5) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

☑ Yes, we have other targets related to this commodity

Cattle products

(8.7.1) Active no-deforestation or no-conversion target

☑ No, but we plan to have a no-deforestation or no-conversion target in the next two years

(8.7.3) Primary reason for not having an active no-deforestation or no-conversion target in the reporting year

☑ Not an immediate strategic priority

(8.7.4) Explain why you did not have an active no-deforestation or no-conversion target in the reporting year

1. Steelcase complies with international trade regulations and supply chain transparency regulations related to leather sourcing. These regulations often include provisions related to illegal deforestation or conversion of natural habitats, so compliance with these rules may be seen as sufficient in avoiding these issues. 2. Leather is a low-volume commodity sourced by Steelcase. The amount of leather used in our products is relatively small in comparison to other materials, making it less of a priority for sustainability practices. 3. We already conduct due diligence when sourcing leather, such as gathering country of origin information from suppliers. This type of information gathering can help to ensure that the leather is ethically sourced and does not contribute to deforestation or conversion of natural habitats. In summary, we are already pursuing sustainable sourcing practices for leather, and adopting a no-deforestation or no-conversion target is not currently a high priority for Steelcase.

(8.7.5) Other active targets related to this commodity, including any which contribute to your no-deforestation or no-conversion target

☑ No, and we do not plan to have other targets related to this commodity in the next two years

(8.7.6) Primary reason for not having other active targets in the reporting year

☑ Not an immediate strategic priority

(8.7.7) Explain why you did not have other active targets in the reporting year

1. Steelcase complies with international trade regulations and supply chain transparency regulations related to leather sourcing. These regulations often include provisions related to illegal deforestation or conversion of natural habitats, so compliance with these rules may be seen as sufficient in avoiding these issues. 2. Leather is a low-volume commodity sourced by Steelcase. The amount of leather used in our products is relatively small in comparison to other materials, making it less of a priority for sustainability practices. 3. We already conduct due diligence when sourcing leather, such as gathering country of origin information from suppliers. This type of information gathering can help to ensure that the leather is ethically sourced and does not contribute to deforestation or conversion of natural habitats. In summary, we are already pursuing sustainable sourcing practices for leather, and adopting a no-deforestation or no-conversion target is not currently a high priority for Steelcase.

(8.7.2) Provide details of other targets related to your commodities, including any which contribute to your no-deforestation or no-conversion target, and progress made against them.

Timber products

(8.7.2.1) Target reference number

☑ Target 1

(8.7.2.3) Target coverage

☑ Country/area/region

(8.7.2.4) Commodity volume covered by target (metric tons)

☑ Total commodity volume associated with operations or locations covered by target

(8.7.2.5) Category of target & Quantitative metric

Third-party certification
☑ % of volume third-party certified

(8.7.2.7) Third-party certification scheme

Chain-of-custody certification
☑ PEFC Chain-of-Custody (any type)

(8.7.2.8) Date target was set

02/28/2020

(8.7.2.9) End date of base year

02/28/2024

(8.7.2.10) Base year figure

95

(8.7.2.11) End date of target

02/28/2025

(8.7.2.12) Target year figure

80

(8.7.2.13) Reporting year figure

88

(8.7.2.14) Target status in reporting year

☑ Achieved and maintained

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

We maintain an active regional target to ensure that over 80% of the wood-based materials (by volume) purchased for our operations in the EMEA region (specifically facilities in France, Germany, and the Czech Republic) is certified to PEFC. Madrid facility has both FSC and PEFC certification.

(8.7.2.19) List the actions which contributed most to achieving or maintaining this target

We prioritize sourcing PEFC-certified wood in our procurement policies and supplier engagement strategies for the EMEA region. We communicate this requirement clearly to our wood suppliers and actively seek partners who can reliably provide certified materials. We track the certification status of wood materials throughout our supply chain. This involves collecting and verifying PEFC chain-of-custody (CoC) certifications from our suppliers. We track progress against this target annually based on the aggregated purchasing volume data derived from supplier invoices. We track the volume of PEFC-certified wood purchased specifically by: 1. Requiring suppliers to clearly identify PEFC-certified materials on invoices. 2. Maintaining a centralized system to record and aggregate the volume of certified vs. non-certified wood purchases based on these invoices. 3. Regularly calculating the percentage of total wood volume purchased that is PEFC-certified. 4. Having annual audit by external third party.

(8.7.2.20) Further details of target

This target is assessed and reported annually based on our fiscal year (March to February).

Timber products

(8.7.2.1) Target reference number

☑ Target 2

(8.7.2.3) Target coverage

☑ Country/area/region

(8.7.2.4) Commodity volume covered by target (metric tons)

☑ Total commodity volume associated with operations or locations covered by target

(8.7.2.5) Category of target & Quantitative metric

Third-party certification
☑ % of volume third-party certified

(8.7.2.7) Third-party certification scheme

Chain-of-custody certification
☑ FSC Chain-of-Custody certification (any type)

(8.7.2.8) Date target was set

02/28/2022

(8.7.2.9) End date of base year

02/28/2024

(8.7.2.10) Base year figure

84

(8.7.2.11) End date of target

02/28/2025

(8.7.2.12) Target year figure

100

(8.7.2.13) Reporting year figure

83

(8.7.2.14) Target status in reporting year

☑ Underway

(8.7.2.15) % of target achieved relative to base year

-6.25

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

We maintain an active regional target to ensure that 100% of the wood-based materials (by volume) purchased for our operations in the Steelcase Dongguan facility are certified to FSC.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

We have achieved 84% (by volume) of the wood we received in the Dongguan facility comes from FSC-certified suppliers and with FSC CoC documentation for the reporting year end. Our action plan to reach the 100% target includes: 1. Actively identifying and prioritizing suppliers capable of reliably supplying FSC-certified materials. Suppliers' FSC certification status and progress are key factors in sourcing decisions. 2. We are actively engaging with our existing non-FSC certified

suppliers to develop and implement transition plans towards achieving FSC Chain-of-Custody (CoC) certification. 3. We continue tracking FSC-certified volumes via supplier invoices and maintain our centralized record-keeping system. This allows us to monitor progress quarterly, identify gaps early, and adjust our supplier engagement strategies accordingly.

(8.7.2.20) Further details of target

This target is assessed and reported annually based on our fiscal year (March to February).

Timber products

(8.7.2.1) Target reference number

☑ Target 3

(8.7.2.3) Target coverage

☑ Site/facility

(8.7.2.4) Commodity volume covered by target (metric tons)

☑ Total commodity volume associated with operations or locations covered by target

(8.7.2.5) Category of target & Quantitative metric

Third-party certification
☑ % of volume third-party certified

(8.7.2.7) Third-party certification scheme

Forest management unit/Producer certification
☑ FSC Controlled Wood certification

Chain-of-custody certification
☑ FSC Chain-of-Custody certification (any type)

(8.7.2.8) Date target was set

02/28/2024

(8.7.2.9) End date of base year

02/28/2025

(8.7.2.10) Base year figure

85

(8.7.2.11) End date of target

02/28/2025

(8.7.2.12) Target year figure

90

(8.7.2.13) Reporting year figure

85

(8.7.2.14) Target status in reporting year

☑ New

(8.7.2.15) % of target achieved relative to base year

0.00

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

The target is to achieve 90% certified wood sourcing for our Grand Rapids wood facility. This target includes both FSC Chain of Custody (CoC) and FSC Controlled Wood claims.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

To reach this target, we prioritize suppliers that offer FSC-certified materials and ensure our supply chain meets certification requirements. We actively track purchase volumes through supplier invoices and maintain detailed records to monitor progress. As of the latest reporting period, we have quantified the total percentage of certified wood and continue to work closely with our suppliers to close remaining gaps.

(8.7.2.20) Further details of target

This target is assessed and reported annually based on our fiscal year (March to February).

Timber products

(8.7.2.1) Target reference number

☑ Target 4

(8.7.2.3) Target coverage

☑ Product level

(8.7.2.4) Commodity volume covered by target (metric tons)

☑ Total commodity volume associated with operations or locations covered by target

(8.7.2.5) Category of target & Quantitative metric

Third-party certification

☑ % of volume third-party certified

(8.7.2.7) Third-party certification scheme

Forest management unit/Producer certification

☑ FSC Controlled Wood certification

Chain-of-custody certification

☑ FSC Chain-of-Custody certification (any type)

☑ FSC Recycled certification

☑ PEFC Chain-of-Custody (any type)

☑ PEFC Recycled certification

(8.7.2.8) Date target was set

11/01/2024

(8.7.2.9) End date of base year

02/28/2025

(8.7.2.10) Base year figure

0

(8.7.2.11) End date of target

12/31/2027

(8.7.2.12) Target year figure

50

(8.7.2.13) Reporting year figure

0

(8.7.2.14) Target status in reporting year

☑ New

(8.7.2.15) % of target achieved relative to base year

0.00

(8.7.2.16) Global environmental treaties/ initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goals

(8.7.2.17) Explain target coverage and identify any exclusions

As part of our sustainable product design strategy, we have set a target to achieve over 50% of wood used in new products globally to be certified to one or more internationally recognized sustainable sourcing certification scheme by 2027, where the respective manufacturing plants have the capability to support such sourcing.

(8.7.2.18) Plan for achieving target, and progress made to the end of the reporting year

This target aims to drive sustainable material choices early in the product development process and strengthen our contribution to no-deforestation and responsible sourcing. We are currently working to develop robust tracking metrics and data collection systems to monitor progress against this target. Efforts include identifying certified material options and wood containing products, establishing data management systems, and aligning cross-functional teams through out the product development process.

(8.7.2.20) Further details of target

While FSC and PEFC are the primary certification schemes referenced, the target is not limited to these; we will also recognize other credible schemes, such as SFI in the United States, as well as additional certifications suppliers may hold. This approach acknowledges the diverse efforts made by suppliers across different regions to support responsible forest management.

(8.8) Indicate if your organization has a traceability system to determine the origins of your sourced volumes and provide details of the methods and tools used.

Table (8.8)

Category	Traceability system	Methods/tools used in traceability system	Description of methods/tools used in traceability system
Timber products	☑ Yes	☑ Chain-of-custody certification ☑ Value chain mapping ☑ Supplier engagement/communication ☑ Internal traceability system	To trace the origins of wood material, there are several methods employed by Steelcase, which include: 1. Chain-of-custody certification: Steelcase obtains Forest Stewardship Council (FSC) chain-of-custody certification and the Programme for the Endorsement of Forest Certification (PEFC) and requires our suppliers to obtain such certifications as well. 2. Value chain mapping: This method involves mapping out the upstream value chain of the wood material category. This method helps to identify potential gaps or issues in the supply chain and enables Steelcase to address them proactively. 3. Supplier engagement: This method involves engaging with suppliers at multiple tiers of the supply chain to ensure that they meet Steelcase's sustainability standards. Steelcase works with its suppliers to ensure that they have responsible sourcing policies and practices in place, and that they are aligned with Steelcase's sustainable sourcing goals. 4. Internal traceability system: This method involves tracking the journey of the wood material within Steelcase's own operations. Steelcase implements an internal traceability system that tracks the movement of wood material from the moment it enters the manufacturing process, through to the finished product. This system ensures that Steelcase can trace the origin of the wood material used in its products and identify any potential issues in the supply chain. 5. Global trade compliance team makes sure we comply with global trade regulations around wood and supply chain transparency such as Lacey Act.
Cattle products	☑ Yes	☑ Supplier engagement/communication ☑ Internal traceability system	At Steelcase, we communicate and engage with our suppliers in order to perform due diligence to ensure that the materials we use are sourced ethically and sustainably. This involves collecting documentation from our suppliers such as certificates of origin, certificates of compliance with local laws and regulations, and material chemistry documentations.

(8.8.1) Provide details of the point to which your organization can trace its sourced volumes.

Timber products

(8.8.1.1) % of sourced volume traceable to production unit

64

(8.8.1.2) % of sourced volume traceable to sourcing area and not to production unit

0

(8.8.1.3) % sourced volume traceable to country/area of origin and not to sourcing area or production unit

30

(8.8.1.4) % of sourced volume traceable to other point (i.e., processing facility/first importer) not in the country/area of origin

6

(8.8.1.5) % of sourced volume from unknown origin

0

(8.8.1.6) % of sourced volume reported

100.00

Cattle products

(8.8.1.1) % of sourced volume traceable to production unit

0

(8.8.1.2) % of sourced volume traceable to sourcing area and not to production unit

0

(8.8.1.3) % sourced volume traceable to country/area of origin and not to sourcing area or production unit

76.4

(8.8.1.4) % of sourced volume traceable to other point (i.e., processing facility/first importer) not in the country/area of origin

23.6

(8.8.1.5) % of sourced volume from unknown origin

0

(8.8.1.6) % of sourced volume reported

100.00

(8.9) Provide details of your organization's assessment of the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of its disclosed commodities.

Table (8.9)

Category	DF/DCF status assessed for this commodity	% of disclosure volume determined as DF/DCF in the reporting year	% of disclosure volume determined as DF/DCF through a third-party certification scheme providing full DF/DCF assurance	% of disclosure volume determined as DF/DCF through monitoring of production unit	% of disclosure volume determined as DF/DCF through monitoring of sourcing area	Is a proportion of your disclosure volume certified through a scheme not providing full DF/DCF assurance?	Primary reason for not assessing DF/DCF status	Explain why you have not assessed DF/DCF status
Timber products	☑ Yes, deforestation- and conversion-free (DCF) status assessed	46	29	0	17	☑ Yes		
Cattle products	☑ No, but we plan to do so within the next two years					☑ No	☑ Not an immediate strategic priority	Leather accounts for a small percentage of the inputs used in Steelcase products, and we have procedures in place to ensure compliance with global trade regulations and supply chain transparency regulations. And

	therefore, the risks associated with deforestation and conversion of natural ecosystem of these materials are lower compared to other materials.

(8.9.1) Provide details of third-party certification schemes used to determine the deforestation-free (DF) or deforestation- and conversion-free (DCF) status of the disclosure volume, since specified cutoff date.

	Third-party certification scheme providing full DF/DCF assurance	% of disclosure volume determined as DF/DCF through certification scheme providing full DF/DCF assurance	Comment
Timber products	☑ Chain-of-custody certification ☑ FSC Chain-of-Custody certification (any type)	*9*	*Steelcase purchases FSC CoC certified wood in facilities across all three regions.*
Timber products	☑ Forest management unit/Producer certification ☑ FSC Controlled Wood	*20*	*Steelcase sources wood materials that are FSC Controlled Wood in several North American facilities.*

(8.9.2) Provide details of third-party certification schemes not providing full DF/DCF assurance.

Timber products

(8.9.2.1) Third-party certification scheme not providing full DF/DCF assurance

Chain-of-custody certification

☑ PEFC Chain-of-Custody (any type)

(8.9.2.2) % of disclosure volume certified through scheme not providing full DF/DCF assurance

17

(8.9.2.3) Additional control methods in place to determine DF/DCF status of volumes certified through scheme not providing full DF/DCF assurance

☑ Sourcing area monitoring

(8.9.2.4) Comment

Steelcase EMEA facilities source PEFC certified materials and keep a due diligence system to assess the risk.

(8.9.4) Provide details of the sourcing area monitoring used to determine deforestation-free (DF) or deforestation- and conversion-free (DCF) status of volumes since specified cutoff date.

Timber products

(8.9.4.1) % of disclosure volume determined as DF/DCF through monitoring of deforestation and conversion within the sourcing area

17.00

(8.9.4.2) Monitoring approach used for determining that sourcing areas have no or negligible risk of deforestation or conversion

☑ Pre-existing current and credible risk profiles/indexes

(8.9.4.3) Description of approach, including frequency of assessment

Our approach to assessing deforestation and conversion status begins with collecting sourcing origin information from our suppliers to understand where the materials come from. We then assess the risk using a purchased third-party software supplemented by using publicly available resources such as CITES, the EUDR

country risk list, and Timber Trade Portal country profiles. This helps us evaluate the potential deforestation or conversion risks associated with our supply chain. We continuously update this assessment whenever new materials are introduced, and we also reconfirm sourcing information with suppliers annually to ensure we remain aware of any changes and maintain up-to-date risk evaluations. The due diligence system is third-party audited annually.

(8.9.4.4) Countries/areas of origin

☑ Italy
☑ Spain
☑ Canada
☑ Austria
☑ Germany
☑ United States of America

(8.9.4.5) Sourcing areas

St. Johann, Austria; Washington and Oregon, United States

(8.9.4.6) DF/DCF status is verified

☑ Yes

(8.9.4.7) Type of verification

☑ First party

(8.9.4.8) % of your disclosure volume that is both determined as DF/DCF through sourcing area monitoring and is verified as DF/DCF

17

(8.9.4.9) Explain the process of verifying DF/DCF status

By using the previously mentioned resources and tools, we are able to identify sourcing areas that are consistently listed as low risk across all profiles. Plus if the materials come from countries with high standards, strict environmental laws, and strong traceability systems, we consider these sources to be verified as deforestation-free and conversion-free.

(8.9.4.11) Use of risk classification

The profiles we use for assessment include the following: FLEGT authorization, CPI assessment, EU Timber regulation ("EUTR" or "RBUE"), EU Regulation No 995/2010 of the European Parliament, CITIES List, World Justice Project ("WJP") Rule of Law Index, CPI transparency. We identify sourcing areas that are consistently listed as low risk across all profiles. Plus, if the materials come from countries with high standards, strict environmental laws, and strong traceability systems, we consider these sources to be verified as deforestation-free and conversion-free.

(8.10) Indicate whether you have monitored or estimated the deforestation and conversion of other natural ecosystems footprint for your disclosed commodities.

Timber products

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

☑ No, but we plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

☑ Lack of internal resources, capabilities, or expertise (e.g., due to organization size)

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

Steelcase currently does not have internal resources or expertise, nor a standardized procedure to estimate the deforestation and conversion of other natural ecosystems footprint for timber products we purchase. We understand the importance of such estimations and will be exploring the necessary expertise and resources to address this issue in coming years.

Cattle products

(8.10.1) Monitoring or estimating your deforestation and conversion footprint

☑ No, and we do not plan to monitor or estimate our deforestation and conversion footprint in the next two years

(8.10.2) Primary reason for not monitoring or estimating deforestation and conversion footprint

☑ Not an immediate strategic priority

(8.10.3) Explain why you do not monitor or estimate your deforestation and conversion footprint

Leather accounts for a small percentage of the inputs used in Steelcase products, and thus, the footprint from deforestation and conversion associated with these materials are lower compared to other materials and of lower priority.

(8.11) For volumes not assessed and determined as deforestation- and conversion-free (DCF), indicate if you have taken actions in the reporting year to increase production or sourcing of DCF volumes.

	Actions taken to increase production or sourcing of DCF volumes
Timber products	☑ No, but we plan to within the next two years
Cattle products	☑ No, and we do not plan to within the next two years

(8.12) Indicate if certification details are available for the commodity volumes sold to requesting CDP Supply Chain members.

	Third-party certification scheme adopted	Certification details are available for the volumes sold to any requesting CDP Supply Chain members	Primary reason that third-party certification has not been adopted
Timber products	☑ Yes	☑ Yes	
Cattle products	☑ No, and we do not plan to adopt third-party certification within the next two years		☑ Not an immediate strategic priority

(8.13) Does your organization calculate the GHG emission reductions and/or removals from land use management and land use change that have occurred in your direct operations and/or upstream value chain?

Timber products

(8.13.1) GHG emissions reductions and removals from land use management and land use change calculated

☑ No, but plan to do so in the next two years

(8.13.2) Primary reason your organization does not calculate GHG emissions reductions and removals from land use management and land use change

☑ Not an immediate strategic priority

(8.13.3) Explain why your organization does not calculate GHG emissions reductions and removals from land use management and land use change

Steelcase currently does not have internal resources or expertise, nor a standardized procedure to calculate GHG emissions reductions and removals from land use management and land use change. We understand the importance of such calculations and will be exploring the necessary expertise and resources to address this issue in coming years.

Cattle products

(8.13.1) GHG emissions reductions and removals from land use management and land use change calculated

☑ No, and do not plan to do so in the next two years

(8.13.2) Primary reason your organization does not calculate GHG emissions reductions and removals from land use management and land use change

☑ Not an immediate strategic priority

(8.13.3) Explain why your organization does not calculate GHG emissions reductions and removals from land use management and land use change

Leather accounts for a small percentage of the inputs used in Steelcase products, and therefore, the GHG emissions reductions and removals from land use management and land use change are lower compared to other materials and of lower priority.

(8.14) Indicate if you assess your own compliance and/or the compliance of your suppliers with forest regulations and/or mandatory standards, and provide details.

(8.14.1) Assess legal compliance with forest regulations

☑ Yes, from suppliers

(8.14.2) Aspects of legislation considered

☑ Environmental protection

☑ Forest-related rules, including forest management and biodiversity conservation, where directly related to wood harvesting

(8.14.3) Procedure to ensure legal compliance

☑ Certification

☑ Supplier self-declaration

(8.14.5) Please explain

We ensure the commodities we source comply with forest regulations through several measures. First, all suppliers are required to sign our Supplier Code of Conduct, which explicitly obligates them to comply with all applicable laws and regulations. Verifying compliance is also a key part of our supplier qualification process. We collect and review origin information and require evidence of compliance with regulations such as the EUTR, Lacey Act, TSCA Title VI, and relevant chemical-related regulations. Suppliers are expected to provide supporting documentation—such as certificates, invoices with required markings, or other evidence—as part of this evaluation to demonstrate their adherence to regulatory requirements.

(8.15) Do you engage in landscape (including jurisdictional) initiatives to progress shared sustainable land use goals?

(8.15.1) Engagement in landscape/jurisdictional initiatives

☑ No, we do not engage in landscape/jurisdictional initiatives, and we do not plan to within the next two years

(8.15.2) Primary reason for not engaging in landscape/jurisdictional initiatives

☑ Judged to be unimportant or not relevant

(8.15.3) Explain why your organization does not engage in landscape/jurisdictional initiatives

Since Steelcase does not harvest forest directly and the procurement of related products is not significant, it may be challenging to justify the necessary resources and attention toward these types of initiatives. The impact that we can have on the sustainability of the supply chain would also be limited given our position in the value chain. There are other approaches to advancing shared sustainable land use goals that are better suited to Steelcase's business model and expertise. For example, we have chosen to focus on supplier engagement, product design, and internal sustainability initiatives rather than engaging in landscape or jurisdictional initiatives.

(8.16) Do you participate in any other external activities to support the implementation of policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains?

☑ Yes

(8.16.1) Provide details of the external activities to support the implementation of your policies and commitments related to deforestation, ecosystem conversion, or human rights issues in commodity value chains

(8.16.1.1) Commodity

☑ Timber products

(8.16.1.2) Activities

☑ Involved in industry platforms

(8.16.1.3) Country/area

☑ United States of America

(8.16.1.4) Subnational area

☑ Not applicable

(8.16.1.5) Provide further details of the activity

We are a member of the BIFMA EUDR Task Group. This group brings together a range of stakeholders—including furniture manufacturers, the International Wood Products Association (IWPA), and the Composite Panel Association ("CPA")—to collaborate on understanding and addressing the requirements of the EUDR. Through this group, we contribute our company's and the wider industry's perspectives, share practical challenges, and propose solutions to ensure the regulation can be effectively implemented. This collaboration helps ensure that the implementation of the regulation is both achievable and realistic for businesses, while still upholding its environmental objectives. Additionally, our participation allows us to stay informed of evolving expectations and support the development of workable solutions that benefit the entire industry and contribute to global deforestation mitigation efforts.

(8.17) Is your organization supporting or implementing project(s) focused on ecosystem restoration and long-term protection?

☑ Yes

(8.17.1) Provide details on your project(s), including the extent, duration, and monitoring frequency. Please specify any measured outcome(s).

Row 1

(8.17.1.1) Project reference

☑ Project 1

(8.17.1.2) Project type

☑ Natural regeneration

(8.17.1.3) Expected benefits of project

☑ Carbon credits gained
☑ Protection of land tenure
☑ Reduction of GHG emissions
☑ Reduce/halt biodiversity loss
☑ Increase in carbon sequestration
☑ Restoration of natural ecosystem(s)

(8.17.1.4) Is this project originating any carbon credits?

☑ Yes

(8.17.1.5) Description of project

As part of our ongoing commitment to operational carbon neutrality, we annually purchase high-quality carbon credits equivalent to our scope 1 emissions as we work to reduce them through our science-based targets. In the reporting year, we purchased credits from the Humbo Assisted Natural Regeneration Project, which focuses on restoring 2,724 hectares of degraded montane woodland in the Humbo Woreda of South-Western Ethiopia. Using Farmer Managed Natural Regeneration, a low-cost, community-led technique that encourages the regrowth of indigenous trees from existing root systems, the project enhances carbon sequestration while improving ecosystem health. Supplemental planting of native and naturalized species supports regeneration in targeted areas. The project contributes to climate mitigation, biodiversity, erosion control, and water resource restoration.

(8.17.1.6) Where is the project taking place in relation to your value chain?

☑ Project based elsewhere

(8.17.1.7) Start year

2009

(8.17.1.8) Target year

☑ Other, please specify :2035

(8.17.1.9) Project area to date (Hectares)

2724

(8.17.1.10) Project area in the target year (Hectares)

2724

(8.17.1.11) Country/Area

☑ Ethiopia

(8.17.1.12) Latitude

7

(8.17.1.13) Longitude

38

(8.17.1.14) Monitoring frequency

☑ Annually

(8.17.1.16) For which of your expected benefits are you monitoring progress?

☑ Carbon credits gained
☑ Reduction of GHG emissions

(8.17.1.17) Please explain

As part of our ongoing commitment to operational carbon neutrality, we annually purchase high-quality carbon credits equivalent to our scope 1 emissions as we work to reduce them through our science-based targets. In the reporting year, we purchased credits from the Humbo Assisted Natural Regeneration Project, which focuses on restoring 2,724 hectares of degraded montane woodland in the Humbo Woreda of South-Western Ethiopia. Using Farmer Managed Natural Regeneration, a low-cost, community-led technique that encourages the regrowth of indigenous trees from existing root systems, the project enhances carbon sequestration while improving ecosystem health. Supplemental planting of native and naturalized species supports regeneration in targeted areas. The project contributes to climate mitigation, biodiversity, erosion control, and water resource restoration.

Row 2

(8.17.1.1) Project reference

☑ Project 2

(8.17.1.2) Project type

☑ Other ecosystem restoration

(8.17.1.3) Expected benefits of project

☑ Carbon credits gained
☑ Reduction of GHG emissions
☑ Reduce/halt biodiversity loss
☑ Increase in carbon sequestration
☑ Restoration of natural ecosystem(s)
☑ Net gain in biodiversity and ecosystem integrity
☑ Creation of green jobs and sustainable livelihoods
☑ Improvement to sustainability of production practices

(8.17.1.4) Is this project originating any carbon credits?

☑ Yes

(8.17.1.5) Description of project

We offer our top task seating and desking products with CarbonNeutral® product certification, and in the reporting year, purchases of these projects financed carbon credits from the Three Rivers Grassland Restoration project, certified according to the Verified Carbon Standard ("VCS") program and the Climate, Community and Biodiversity Standards ("CCB"). The Three Rivers Grassland Restoration, located in the central Chinese province of Qinghai, protects a total of 160,000 hectares of land and qualifies for Biodiversity Gold Level status under the CCB standards for exceptional biodiversity benefits in a Key Biodiversity Area ("KBA") with endangered species such as the steppe eagle, saker falcon, and alpine musk deer.

(8.17.1.6) Where is the project taking place in relation to your value chain?

☑ Project based elsewhere

(8.17.1.7) Start year

2016

(8.17.1.8) Target year

☑ Other, please specify :2056

(8.17.1.9) Project area to date (Hectares)

160000

(8.17.1.10) Project area in the target year (Hectares)

160000

(8.17.1.11) Country/Area

☑ China

(8.17.1.12) Latitude

35

(8.17.1.13) Longitude

90

(8.17.1.14) Monitoring frequency

☑ Annually

(8.17.1.16) For which of your expected benefits are you monitoring progress?

☑ Carbon credits gained

☑ Reduction of GHG emissions

(8.17.1.17) Please explain

We offer our top task seating and desking products with CarbonNeutral® product certification, and in the reporting year, purchases of these projects financed carbon credits from the Three Rivers Grassland Restoration project, certified according to the VCS program and the Climate, Community and Biodiversity Standards. The Three Rivers Grassland Restoration, located in the central Chinese province of Qinghai, protects a total of 160,000 hectares of land and qualifies for Biodiversity Gold Level status under the CCB standards for exceptional biodiversity benefits in a Key Biodiversity Area with endangered species such as the steppe eagle, saker falcon, and alpine musk deer.

C9. Environmental performance - Water security

(9.1) Are there any exclusions from your disclosure of water-related data?

☑ No

(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Table (9.2)

Category	% of sites/facilities/operations	Frequency of measurement	Method of measurement	Please explain
Water withdrawals – total volumes	☑ 76-99	☑ Continuously	Water meter(s)	Water supplied by municipalities and measured using local municipality's water meter.
Water withdrawals – volumes by source	☑ 76-99	☑ Continuously	Water meter(s)	Water supplied by municipalities and measured using local municipality's water meter.
Water withdrawals quality	☑ 26-50	☑ Daily	Various test methods	Water is tested and treated with additives for use in various production and ancillary processes (i.e. paint washers, boilers, etc)
Water discharges – total volumes	☑ 76-99	☑ Continuously	Estimated using water meter	Local municipalities estimate sewer use based on water meter.
Water discharges – volumes by destination	☑ 76-99	☑ Continuously	Estimated using water meter	Local municipalities estimate sewer use based on water meter.
Water discharges – volumes by treatment method	☑ Not relevant			Discharges treated by municipality.
Water discharge quality – by standard effluent parameters	☑ 1-25	☑ Other, please specify :Varies based on location	Various test methods	Manufacturing facilities test water discharge parameters as needed if they have a permitted discharge. Examples include Kentwood sampling semiannually and Athens testing pH daily.
Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)	☑ Not relevant			Manufacturing facilities test water discharge parameters as needed if they have a permitted discharge. Examples include Kentwood sampling semiannually and Athens testing pH daily.
Water discharge quality – temperature	☑ Not relevant			N/A

Water consumption – total volume	☑ Not relevant			We do not consume water in our manufacturing processes.
Water recycled/reused	☑ 1-25	☑ Continuously	Water meter	We have water recycling systems to reuse process water at three manufacturing locations.
The provision of fully-functioning, safely managed WASH services to all workers	☑ Not relevant			N/A

(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

Table (9.2.2)

Category	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year	Five-year forecast	Primary reason for forecast	Please explain
Total withdrawals	317.30	☑ Lower	☑ Increase/decrease in business activity	☑ Lower	☑ Increase/decrease in efficiency	Water efficiency projects are being implemented to decrease water usage and to increase water reusage.
Total discharges	317.30	☑ Lower	☑ Increase/decrease in business activity	☑ Lower	☑ Increase/decrease in efficiency	Water efficiency projects are being implemented to decrease water usage and to increase water reusage.
Total consumption	317.30	☑ About the same	☑ Other, please specify :Not Applicable	☑ Unknown	☑ Unknown	We do not consume water in our manufacturing processes.

(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.

(9.2.4.1) Withdrawals are from areas with water stress

☑ Yes

(9.2.4.2) Volume withdrawn from areas with water stress (megaliters)

58.8

(9.2.4.3) Comparison with previous reporting year

☑ Lower

(9.2.4.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.4.5) Five-year forecast

☑ Lower

(9.2.4.6) Primary reason for forecast

☑ Increase/decrease in efficiency

(9.2.4.7) % of total withdrawals that are withdrawn from areas with water stress

18.53

(9.2.4.8) Identification tool

☑ WRI Aqueduct
☑ WWF Water Risk Filter

(9.2.4.9) Please explain

Areas with water stress are referenced from the WRI Water Risk Atlas and WWF WRF map.

(9.2.7) Provide total water withdrawal data by source.

Table (9.2.7)

Category	Relevance	Please explain	Volume (megaliters/year)	Comparison with previous reporting year	Primary reason for comparison with previous reporting year
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	☑ Not relevant	N/A			
Brackish surface water/Seawater	☑ Not relevant	N/A			
Groundwater – renewable	☑ Not relevant	N/A			
Groundwater – non-renewable	☑ Not relevant	N/A			
Produced/Entrained water	☑ Relevant	Water used in manufacturing facilities is purchased from local municipalities.	317.30	☑ Lower	☑ Increase/decrease in business activity
Third party sources	☑ Not relevant	N/A			

(9.2.8) Provide total water discharge data by destination.

Fresh surface water

(9.2.8.1) Relevance

☑ Not relevant

Brackish surface water/seawater

(9.2.8.1) Relevance

☑ Not relevant

Groundwater

(9.2.8.1) Relevance

☑ Not relevant

Third-party destinations

(9.2.8.1) Relevance

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

317.3

(9.2.8.3) Comparison with previous reporting year

☑ Lower

(9.2.8.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in business activity

(9.2.8.5) Please explain

Water is discharged to local municipalities or third-party vendors for treatment before disposal.

(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?

Direct operations

(9.3.1) Identification of facilities in the value chain stage

☑ Yes, we have assessed this value chain stage and identified facilities with water-related dependencies, impacts, risks, and opportunities

(9.3.2) Total number of facilities identified

11

(9.3.3) % of facilities in direct operations that this represents

☑ 51-75

(9.3.4) Please explain

We are in the process of doing water balance projects. We have finished the water balance projects for the following facilities: Reynosa Plant, Tijuana AMEX Plant, Riyadh Plant, Carrollton Smith System_Building B, AMQ Rancho Cucamonga, Madrid Plant, Pune Plant, Kentwood Energy Center, Caledonia Wood Plant, Kentwood Plant, and Kentwood RDC.

Upstream value chain

(9.3.1) Identification of facilities in the value chain stage

☑ No, we have not assessed this value chain stage for facilities with water-related dependencies, impacts, risks, and opportunities, but we are planning to do so in the next 2 years

(9.3.4) Please explain

We plan to engage with our value chain in the next two fiscal years.

(9.3.1) For each facility referenced in 9.3, provide coordinates, water accounting data, and a comparison with the previous reporting year.

Row 1

(9.3.1.1) Facility reference number

☑ Facility 1

(9.3.1.2) Facility name (optional)

Dongguan Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

China
☑ Dong Jiang

(9.3.1.8) Latitude

22.86019

(9.3.1.9) Longitude

114.1312

(9.3.1.10) Located in area with water stress

☑ No

(9.3.1.13) Total water withdrawals at this facility (megaliters)

22.5

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ About the same

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

22.5

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

22.5

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ About the same

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

Row 2

(9.3.1.1) Facility reference number

☑ Facility 2

(9.3.1.2) Facility name (optional)

Pune Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

India
☑ Krishna

(9.3.1.8) Latitude

18.75452

(9.3.1.9) Longitude

73.80573

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

3.5

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

3.5

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

3.5

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Lower

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

Row 3

(9.3.1.1) Facility reference number

☑ Facility 3

(9.3.1.2) Facility name (optional)

Riyadh Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

Saudi Arabia

☑ Other, please specify :Arabian Peninsula

(9.3.1.8) Latitude

24.53398

(9.3.1.9) Longitude

46.91671

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

10.3

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

10.3

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

10.3

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Lower

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

Row 4

(9.3.1.1) Facility reference number

☑ Facility 4

(9.3.1.2) Facility name (optional)

Madrid Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

Spain

☑ Other, please specify :Tagus

(9.3.1.8) Latitude

40.37844

(9.3.1.9) Longitude

-3.69504

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

11.3

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

11.3

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

11.3

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Lower

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

Row 6

(9.3.1.1) Facility reference number

☑ Facility 5

(9.3.1.2) Facility name (optional)

Smith System Carrollton Plant_Building B

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

United States of America
☑ Trinity River (Texas)

(9.3.1.8) Latitude

32.95501

(9.3.1.9) Longitude

-96.9235

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

13.4

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Higher

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

13.4

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

13.4

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Higher

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

Row 8

(9.3.1.1) Facility reference number

☑ Facility 6

(9.3.1.2) Facility name (optional)

Reynosa Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

Argentina
☑ Rio Grande

(9.3.1.8) Latitude

26.02969

(9.3.1.9) Longitude

-98.2902

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

12.9

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Much higher

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

12.9

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

12.9

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Much higher

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes. Much higher = over 20% increase.

Row 9

(9.3.1.1) Facility reference number

☑ Facility 7

(9.3.1.2) Facility name (optional)

Tijuana AMEX Plant

(9.3.1.3) Value chain stage

☑ Direct operations

(9.3.1.4) Dependencies, impacts, risks, and/or opportunities identified at this facility

☑ Risks
☑ Opportunities

(9.3.1.5) Withdrawals or discharges in the reporting year

☑ Yes, withdrawals and discharges

(9.3.1.7) Country/Area & River basin

United States of America
☑ Other, please specify :Baja California, Arroyo Tijuana

(9.3.1.8) Latitude

32.53598

(9.3.1.9) Longitude

-116.917

(9.3.1.10) Located in area with water stress

☑ Yes

(9.3.1.13) Total water withdrawals at this facility (megaliters)

4.2

(9.3.1.14) Comparison of total withdrawals with previous reporting year

☑ Lower

(9.3.1.15) Withdrawals from fresh surface water, including rainwater, water from wetlands, rivers and lakes

0

(9.3.1.16) Withdrawals from brackish surface water/seawater

0

(9.3.1.17) Withdrawals from groundwater - renewable

0

(9.3.1.18) Withdrawals from groundwater - non-renewable

0

(9.3.1.19) Withdrawals from produced/entrained water

4.2

(9.3.1.20) Withdrawals from third party sources

0

(9.3.1.21) Total water discharges at this facility (megaliters)

4.2

(9.3.1.22) Comparison of total discharges with previous reporting year

☑ Lower

(9.3.1.23) Discharges to fresh surface water

0

(9.3.1.24) Discharges to brackish surface water/seawater

0

(9.3.1.25) Discharges to groundwater

0

(9.3.1.26) Discharges to third party destinations

0

(9.3.1.27) Total water consumption at this facility (megaliters)

0

(9.3.1.28) Comparison of total consumption with previous reporting year

☑ About the same

(9.3.1.29) Please explain

We do not consume water in our manufacturing processes.

(9.3.2) For the facilities in your direct operations referenced in 9.3.1, what proportion of water accounting data has been third party verified?

Water withdrawals – total volumes

(9.3.2.1) % verified

☑ Not verified

Water withdrawals – volume by source

(9.3.2.1) % verified

☑ Not verified

Water withdrawals – quality by standard water quality parameters

(9.3.2.1) % verified

☑ Not verified

Water discharges – total volumes

(9.3.2.1) % verified

☑ Not verified

Water discharges – volume by destination

(9.3.2.1) % verified

☑ Not verified

Water discharges – volume by final treatment level

(9.3.2.1) % verified

☑ Not verified

Water discharges – quality by standard water quality parameters

(9.3.2.1) % verified

☑ Not verified

Water consumption – total volume

(9.3.2.1) % verified

☑ Not verified

(9.4) Could any of your facilities reported in 9.3.1 have an impact on a requesting CDP supply chain member?

☑ We do not have this data but we intend to collect it within two years

(9.5) Provide a figure for your organization's total water withdrawal efficiency.

Revenue (currency)	Total water withdrawal efficiency	Anticipated forward trend
3166000000	*9977938.86*	*Water efficiency will increase as water usage is reduced.*

(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?

Products contain hazardous substances	Comment
☑ No	*N/A*

(9.14) Do you classify any of your current products and/or services as low water impact?

Products and/or services classified as low water impact	Primary reason for not classifying any of your current products and/or services as low water impact	Please explain
☑ No, but we plan to address this within the next two years	☑ Lack of internal resources	*N/A*

(9.15) Do you have any water-related targets?

☑ Yes

(9.15.1) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Please explain
Water pollution	☑ No, and we do not plan to within the next two years	*We are in compliance with all local regulations.*
Water withdrawals	☑ Yes	*Rich text input [must be under 1000 characters]*
Water, Sanitation, and Hygiene (WASH) services	☑ No, and we do not plan to within the next two years	*N/A*
Other	☑ Yes	*Rich text input [must be under 1000 characters]*

(9.15.2) Provide details of your water-related targets and the progress made.

Row 1

(9.15.2.1) Target reference number

☑ Target 1

(9.15.2.2) Target coverage

☑ Organization-wide (direct operations only)

(9.15.2.4) Date target was set

02/29/2020

(9.15.2.5) End date of base year

02/28/2020

(9.15.2.6) Base year figure

0

(9.15.2.7) End date of target year

02/27/2030

(9.15.2.8) Target year figure

20

(9.15.2.9) Reporting year figure

11

(9.15.2.10) Target status in reporting year

☑ Underway

(9.15.2.11) % of target achieved relative to base year

55

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

☑ None, alignment not assessed

(9.15.2.13) Explain target coverage and identify any exclusions

This target covers all direct operations.

(9.15.2.14) Plan for achieving target, and progress made to the end of the reporting year

We are collecting data from utility bills and Operations personnel through interviews and emails. We will continue to communicate with Operations personnel and leadership to share the water balance results with visual graphics. At the end of the reporting year, we had completed water balance results for eleven manufacturing facilities.

(9.15.2.16) Further details of target

Through this target, we aim to conduct water balance analyses for manufacturing facilities and consider water recycling options for facilities in water-stressed areas.

Row 2

(9.15.2.1) Target reference number

☑ Target 2

(9.15.2.2) Target coverage

☑ Organization-wide (direct operations only)

(9.15.2.3) Category of target & Quantitative metric

Water consumption

☑ Reduction in total water consumption

(9.15.2.4) Date target was set

02/29/2020

(9.15.2.5) End date of base year

02/28/2020

(9.15.2.6) Base year figure

101181140

(9.15.2.7) End date of target year

02/27/2030

(9.15.2.9) Reporting year figure

83814725

(9.15.2.10) Target status in reporting year

☑ Underway

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

☑ None, alignment not assessed

(9.15.2.13) Explain target coverage and identify any exclusions

The target includes all direct operations with a particular focus on manufacturing facilities with opportunities to implement water reuse projects.

(9.15.2.14) Plan for achieving target, and progress made to the end of the reporting year

We are monitoring and reporting the measurement monthly or quarterly (depending on billing cadence), and continue engagement efforts with Operations personnel. At the end of the reporting year, we have achieved a 18% reduction compared to the base year.

(9.15.2.16) Further details of target

This target is to improve water use efficiency to reduce global water consumption in operations and continue to manage the quality of discharged wastewater.

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

☑ Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

☑ Education & awareness

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

Does your organization use indicators to monitor biodiversity performance?
☑ No

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

☑ Yes (partial assessment)

(11.4.2) Comment

Steelcase used ArcGIS to map all 26 of our FY2025 direct operations sites and assess their proximity to KBAs. By overlaying our facility locations with the WWF's Biodiversity Risk Filter and TNFD's A9.0 global metric for KBAs, we identified that nine sites are in moderate to high-risk zones for potential biodiversity impact. Moderate risk indicates a >0-10% overlap with a KBA, while high risk indicates >10-50% overlap with a KBA. Due to data constraints, the number of hectares covered by these sites was unknown. We recognize the importance of understanding the relationship between our operations and KBAs. While we have not yet completed a comprehensive assessment of proximity or overlap, we acknowledge that further evaluation is needed to determine whether any of our activities in or near KBAs may pose risks to biodiversity. This analysis focused solely on direct operations within the reporting year and serves as a foundation for integrating biodiversity considerations into our broader sustainability strategy.

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

Other environmental information included in your CDP response is verified and/or assured by a third party
☑ Yes

(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

(13.1.1.1) Environmental issue for which data has been verified and/or assured

☑ Climate change

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Climate change

☑ Product footprint

(13.1.1.3) Verification/assurance standard

Climate change-related standards

☑ Other climate change verification standard, please specify :ISO 14025, ISO 14040, ISO 14044

(13.1.1.4) Further details of the third-party verification/assurance process

Steelcase's product lifecycle assessments, used to calculate emissions from multiple scope 3 emissions categories, are third-party verified by NSF International to the following standards: ISO 14025, ISO 14040, ISO 14044.

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

Vice President, Chief Legal Officer, and Secretary

(13.3.2) Corresponding job category

☑ General Counsel

(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

☑ No