

**Global Compact
Communication On Progress
Steelcase SA 2009 COP**

Love how you work.®

Statement of continuous support to the Global Compact Principles

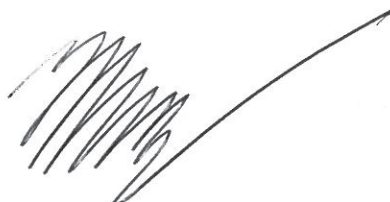
At Steelcase SA, we have made the decision to support the Global Compact Principles as they naturally resonate with our company's long term commitment to sustainability as described in the opening letter of our 2008 CSR report.

"In today's global marketplace, any corporation must balance its responsibilities – to shareholders, to customers, to the communities where we live, work and do business...and to the generations that come after us. And instead of being a drain on profits, sustainable development has become another source of inspiration for us – leading to smarter products, more cost-effective processes and new solutions. Designing for the environment is part of the essential fabric of being a successful global enterprise". Extract of CEO letter - 2008 CSR report

This commitment enables us to reinforce our willingness to progress and to make it visible to our various stakeholders and partners. But, as stated by our CEO in our 2009 CSR report, *"the effort goes far beyond product design and manufacturing to include sales, IT, facilities, sourcing, finance—engaging every person in every location. [] Achieving our big goal means continually looking for ways to be smarter and fit in every area of our company, embedding sustainable practices in every part of our business".*

We hope the 2009 CSR report as well as our web site clearly reflects are continuous progress and main initiatives.

Eddy Schmitt, Managing Director Steelcase SA

A handwritten signature in black ink, consisting of stylized, overlapping loops and a long, sweeping horizontal stroke extending to the right.

Connecting: Planet / People / Profit



Contents

00 / Balance & Connection

Introduction	02
About Steelcase Inc.	03

01 / Planet

Introduction	04
The Science of	
Sustainable Products	05
Pooling Research in Europe	06
Thinking Outside the Box (About the Box)	07
The Way to LEED	08
Going Greenware	09
Wood Wins	10
Seedlings of Change	11
Pulling Energy from Air	12
Less to Landfills	13
Measuring Up	14
Global Environmental Metrics	15

02 / People

Introduction	18
Learning, Sharing, Advancing	19
Safe Plants in Europe	20
Creating Better Habitats	21

03 / Profit

Introduction	22
Lessons Learned	23
Moving Forward	24
Forward-Looking Statements	25

00 / Balance & Connection

Introduction /

We're all in this together. Business is a human experience that's fundamentally about providing solutions and doing right by people. For a long time, that's been our touchstone at Steelcase—a standard that's defined us and guided us.

Our legacy reaches back now almost 100 years to 1912 when our company began. The business world has become more complex, yet we rediscover every day that the simple truth of our touchstone remains solid and true.

People, planet and profit. Connected together in a global economy, they're the spectrum of sustainability—for Steelcase as a business, for the many communities we call home, and for the world that belongs to all of us.

More than ever, connecting the pieces is an effort that you expect of us and we expect of ourselves. Where there's work to be done, we accept the challenge and the responsibility. Where there's progress, we celebrate the results and look for even more opportunity.

About Steelcase Inc. /

Steelcase is the global leader in furnishing the work experience in office environments.

Our brands offer a comprehensive portfolio of products and services for the workplace, inspired by nearly 100 years of insight gained serving the world's leading organizations.

We design for a wide variety of customer needs through our three core brands: Steelcase, Turnstone and Coalesse. The primary focus of these brands is the office furniture segment, but we also extend our capabilities to serve specialty needs in areas such as healthcare, education and distributed work. Our strategy is to grow by leveraging our deep understanding of the patterns of work, workers and workspaces to offer solutions for new ways of working, new customer markets and new geographies.

We market our products and services primarily through a highly networked group of independent and company-owned dealers. We extend our reach with a presence in retail and web-based channels. We are recognized as a responsible company that helps create social, economic, and environmentally sustainable value.

Founded in 1912, we became a publicly-traded company in 1998. Headquartered in Grand Rapids, Michigan, USA, we are a global company with approximately 13,000 employees and 2009 revenue of approximately \$3.2 billion.

01 / Planet

Introduction /

We're on it. Each of us makes a dent on Earth. And as a big company, we have a big opportunity to create positive change. That's why in 2006 we committed to reduce our environmental footprint by 25% by the end of 2012, our 100th anniversary.

Achieving our big goal means continually looking for ways to be smarter and fit in every area of our company, embedding sustainable practices in every part of our business. The effort goes far beyond product design and manufacturing to include sales, IT, facilities, sourcing, finance—engaging every person in every location.

We hope the stories we're sharing in this report give you insight into the larger picture of what we're doing and how we're going about it.



The Science of Sustainable Products /

Products are core to what we do.

They offer us opportunity to deliver innovation and sustainable business results as we drive to reduce our environmental impact. That's why it's important that we understand and measure the environmental impact at each stage of our products' lives. This means making informed and thoughtful choices about the materials that go into them, how they're manufactured and transported, and what happens when they're in use. It even means considering what's next when their owners no longer need them.

As a matter of course, we analyze the chemistry of all new products as they're developed, but we know that's not enough. For us, accountability means we also need to reach back to analyze some of the oldest products still in our portfolio, applying our efforts holistically and extensively.

One tool we're using as part of our commitment—and to help designers and customers make choices that meet their sustainability criteria—is Cradle to Cradle product certification. This is an important sustainability benchmark with stringent criteria that was introduced in 2005 by McDonough Braungart Design Chemistry. A critical component is analyzing and evaluating the chemical makeup of our products, down to the molecular level, to eliminate potential hazards for people and planet.

Proof of our progress: Steelcase has led the industry with more Cradle to Cradle certifications than any other company. Today we have 38 products or collections certified (totaling 44 certificates), setting a new benchmark. Included in the count is Cogent™, a textile collection that's virtually free of antimony. A breakthrough in sustainability, we introduced it in November 2008, at the Greenbuild International Conference and Expo presented by the U.S. Green Building Council. We continue to advocate within the textile industry to make more antimony-free options available.

Our strategy and our people—two big reasons why I'm confident about Steelcase's future, our ability to deliver value to shareholders and customers and our ability to remain a fit and balanced enterprise.

Pooling Research in Europe /

Extending our efforts worldwide, Steelcase is one of seven industrial

companies operating in Europe—and the only furniture manufacturer—to cofound CREER (Cluster Research: Excellence in EcoDesign & Recycling). Joining with companies from sectors as varied as automotive, environmental services and electrical appliances, our membership in CREER benefits from its strong partnership with the Société d'Etudes et de Recherches de l'Ecole Nationale Supérieure d'Arts et Métiers, founded in 1995 as the first team in France dedicated to research and product end-of-life issues. In 2008, CREER added 30 new members from Europe and America and is currently working on 7 projects centered on materials, life-cycle issues, and recyclability. We're excited about this opportunity to make faster progress more efficiently than each of us could on our own.

Thinking Outside the Box (About the Box) /

When we introduced our new c:scape™ product this year, it was more than a smart new furniture solution

to improve connections and support collaboration in today's workplaces. It was also another milestone in packaging design, with rail and "skin" components shipping together versus separately. As a result, 30% less packaging materials are needed, handling time is cut in half, and there's a 50% reduction in the cubic space needed for transport. Similar metrics have been achieved for seating products, such as Move™, which now ships in a two-pack instead of the previous "one chair, one carton" approach.

Our lifecycle assessment work has shown us that our packaging and transportation efforts can have a major impact on reducing our carbon footprint. We're using the knowledge gained not only to improve packaging for existing products but also to have our packaging engineers work alongside designers right at the beginning of product development. So, packaging success stories are becoming the norm at Steelcase. Experimenting with polystyrene and plywood prototypes, the team tinkers and tests ways at the concept stage to make products fold, nest or ship in pieces that will assemble easily at customer sites.

What's clear is one size doesn't fit all when it comes to packaging. Requirements—and opportunities—differ for various geographies and markets. A few examples: leveraging our logistics capabilities in North America, we continue to ship as much product as possible protected by reusable blanket wraps instead of cartons.

For example, 50% of seating from our plant in Kentwood, Mich., now ships uncartoned. Since uncartoned product is not as viable in Europe, due to logistics differences, we've adopted an Eco-Smart packaging program for shipping 70% of our seating products. Continuous improvement in the area of packaging optimization led us to design a chair that can be shipped in four pieces and assembled in less than 50 seconds. The Eco-Smart++ solution allows us to triple the number of seating products in a truckload compared to a fully assembled chair.

Returnable containers, including lightweight reusable and 100%-recyclable polypropylene pallets, are also part of our strategy. Because wood pallets damage easily and are heavy to move, they often ended up in landfills. After we switched from wood to plastic in late 2007 in North America, we were able to order 50% fewer pallets during the first 3 months. Another plus: because plastic pallets stack, they take up much less space in transport and storage. What's more, when they wear out, they can be reground and extruded to create new pallets. In Europe, we use pallets only in our manufacturing operations, not for shipping.

With efficient packaging now built into our products by design, in 2008 we reduced our annual packaging consumption by 390,000 pounds and cut costs by about \$2 million in North America.

The Way to LEED /

This year we implemented an important protocol: we'll seek LEED certification for all our showrooms in North America.

To accomplish that, our real estate and space design teams are working cross-functionally further upstream in the planning process. In addition to cost and square footage assessments, we're applying sustainability considerations when we lease sites—how close are they to public transportation? What's the parking situation? Can we measure and manage our own energy and water use? The answers add up for sustainability and for LEED.

We've made great progress and have achieved four new certifications:

- Coalesse Chicago: LEED CI Gold
- Steelcase Chicago: LEED CI Gold
- Steelcase Washington, D.C.: LEED CI Gold
- Steelcase WorkLab® Grand Rapids: LEED CI Platinum (applied for)

With the Grand Rapids WorkLab project, we've been able to redeploy a total of 25,000 square feet in an existing, unused factory. The newly designed space showcases a thoroughly sustainable approach and all of our Cradle to Cradle certified products. In addition, the site features a bioswale pool and landscaping where roof rain water is absorbed before it makes its way to the municipal system, reducing input by an estimated 5.1 million gallons annually. Low outdoor navigational lights reduce sky pollution at night, insulating glass and metal panels improve thermal performance, and a white membrane roof reflects heat.

The project required removing 3.7 acres of roads, parking lot and building materials. More than 400,000 pounds of concrete and 2 million pounds of asphalt were crushed and recycled for roadbeds, in keeping with our holistic approach to our facilities today.

Going Greenware /

Goodbye foam and plastic dinnerware.

This year we switched to biodegradable plates, cups, straws, to-go containers, and cutlery at all cafes in our Grand Rapids and Kentwood, Mich., locations. Even the trash bags are biodegradable. As a result, all our food-service waste and trash now goes to a commercial composting operation where it turns into nutrient-rich material that's sold to make gardens grow greener.

Launched in mid-November 2008, by the end of December we'd already sent more than 38,000 pounds to the composter. In the past, most of this trash would have been incinerated. We're the first and largest manufacturer in West Michigan to take on a composting program of this scope. As we work to use less, we're in the process of switching all our cafes worldwide to compostable, biodegradable products.

Wood Wins /

In July 2007, we became one of the first office furniture manufacturers to convert to a 100% water-borne wood

finishing technology at our Grand Rapids, Mich., wood furniture manufacturing plant. This conversion has allowed us to be among the first office furniture manufacturers to achieve low-emitting certification for our standard wood products, as well as to reduce plant energy use by 30%.

In September 2008, Steelcase's wood division was granted a Forest Stewardship Council (FSC) Chain of Custody Certification by Scientific Certification Systems (SCS), an independent third-party accredited by the FSC to certify companies to their international standards. The certification highlights Steelcase's ability to meet the strict tracking requirements for ensuring that materials used for FCS-certified veneers come from a well-managed forest that can provide a continuous yield and remain a home to animals. Similarly in Europe, all of our plants using wood are fully certified in a similar program that attests that we're using forest resources in an environmentally responsible way for both our veneers and particular boards. It is called Programme for the Endorsement of Forest Certification (PEFC).

In December 2008, we implemented a "zero wood waste to landfill" process in our Grand Rapids, Mich., wood furniture manufacturing plant. For the first time, all scrap wood and laminate tops are sent to an area power plant where they're used as an alternative energy source. Sawdust from the plant is used for road bedding, and wood veneer is made into mulch for playgrounds and landscaping. While we continue to aggressively eliminate waste from our processes, these alternative uses minimize our environmental impact.

Seedlings of Change /

More trees are planted in North America than harvested each year,

but the supply of quality wood is subject to a variety of factors. They range from natural events such as fire, weather, insects, and diseases, to pollution and human-caused degradation, consumer preferences and market demand.

In response, Purdue University in West Lafayette, Ind., began the Hardwood Tree Improvement and Regeneration Center (HTIRC) to advance the science of hardwood tree improvement in the United States. Their research includes studies of tree genetics and physiology in the hope that more sustainable species can be developed. The venture is a partnership that joins the university with government, industry and landowners groups—and now includes Steelcase. We're proud to be part of this important work with potentially far-reaching benefits.

On eight acres at our wood furniture manufacturing plant site in Grand Rapids, Steelcase employees and HTIRC staffers planted 4,000 red oak and black walnut seedlings. The goal is to determine which seedlings perform well in different environments, ultimately leading to the development of better hardwood trees. By making our property available, we're contributing to long-term research, providing education opportunities and helping to create a data inventory that could improve the sustainability of an important, threatened resource for generations to come. Since most wood comes from private forest lands, it's important that the business model is sustainable. When it's easier and more profitable to develop the land, or use it for something else besides growing trees, private forest land - and all the resulting benefits - can be lost.

This year we will plant several thousand more hardwood seedlings on land not far from this first location.

Pulling Energy from Air /

Last year, Steelcase became the first renewable energy buyer to sponsor an industrial- scale wind farm

in the United States. Steelcase signed an agreement to purchase all of the renewable energy credits produced from the Wege Wind Energy Farm for at least five years. Now fully operational, this new wind farm in Texas is named in honor of Peter Wege, son of a Steelcase founder and a prominent environmentalist.

The project capacity represents 20% of our U.S. electricity usage and more than 17% of our global fossil fuel-generated electricity usage, earning us a position in EPA's Green Power Leadership Club. It will prevent more than 61 million pounds of carbon dioxide from being emitted into the atmosphere each year.

Less to Landfills /

When the University of Notre Dame Law School in South Bend, Ind., moved into a new facility in January 2009,

it faced a big dilemma: what to do with 1,600 items of old furniture that needed to be moved quickly. Unable to handle the volume through their on-campus surplus program, the staff contacted a local Steelcase dealer and learned about the Steelcase Environmental Partnership Program.

Launched in 2004, the Steelcase Environmental Partnership Program was the only industry resource to comprehensively help businesses dispose of surplus office furniture in environmentally responsible ways—through refurbishing, selling or donating, or recycling to reclaim valuable raw materials.

The Notre Dame Law School project is the program's largest reclamation project to date, enabling the University to donate its large volume of unneeded furniture on a very tight schedule as they moved into a new 85,000-square-foot building. Through Steelcase's partnership with Institution Recycling Network (IRN), recipients for the donation were quickly identified: Food for the Poor, a nonprofit group in Jamaica, and a school in Haiti. IRN loaded the furniture into 8 ocean shipping containers, transported it overland and then by ship to the Caribbean. It cost \$14,000 to have IRN recycle the furniture, compared to a cost of approximately \$20,000 to send it to a landfill.

Measuring Up /

Recognition isn't why we practice environmental stewardship,

but we've come to realize the value of awards and certifications as meaningful, third-party metrics of progress. By defining high standards of possibility, they motivate us to stay the course and get more done.

- The U. S. Environmental Protection Agency recently named Steelcase the #1 Corporate Champion of all U.S. companies in terms of its supply chain's participation in the U. S. Environmental Protection Agency's Green Suppliers Network program. As a lead participant in the program, Steelcase has had the greatest number of its suppliers participate in the GSN assessments in the past year and since the program's inception in 2003. For suppliers comprising at least 75% of our total direct North American material spend we have complete self-assessment results of social responsibility criteria including the following categories: child labor; forced labor; health and safety; discrimination; discipline/harassment; working hours and compensation. As a result, we are embarking on a Global Green Suppliers Network program, beginning with suppliers in Europe.
- Steelcase was one of only nine organizations nationwide honored with a 2008 WasteWise Large Business Partner of the Year award, recognizing exemplary environmental leadership. WasteWise is a voluntary program sponsored by the U.S. Environmental Protection Agency (EPA). It helps U.S. organizations reduce municipal solid waste. This was Steelcase's first-ever Partner of the Year award, and the seventh year in a row that the EPA

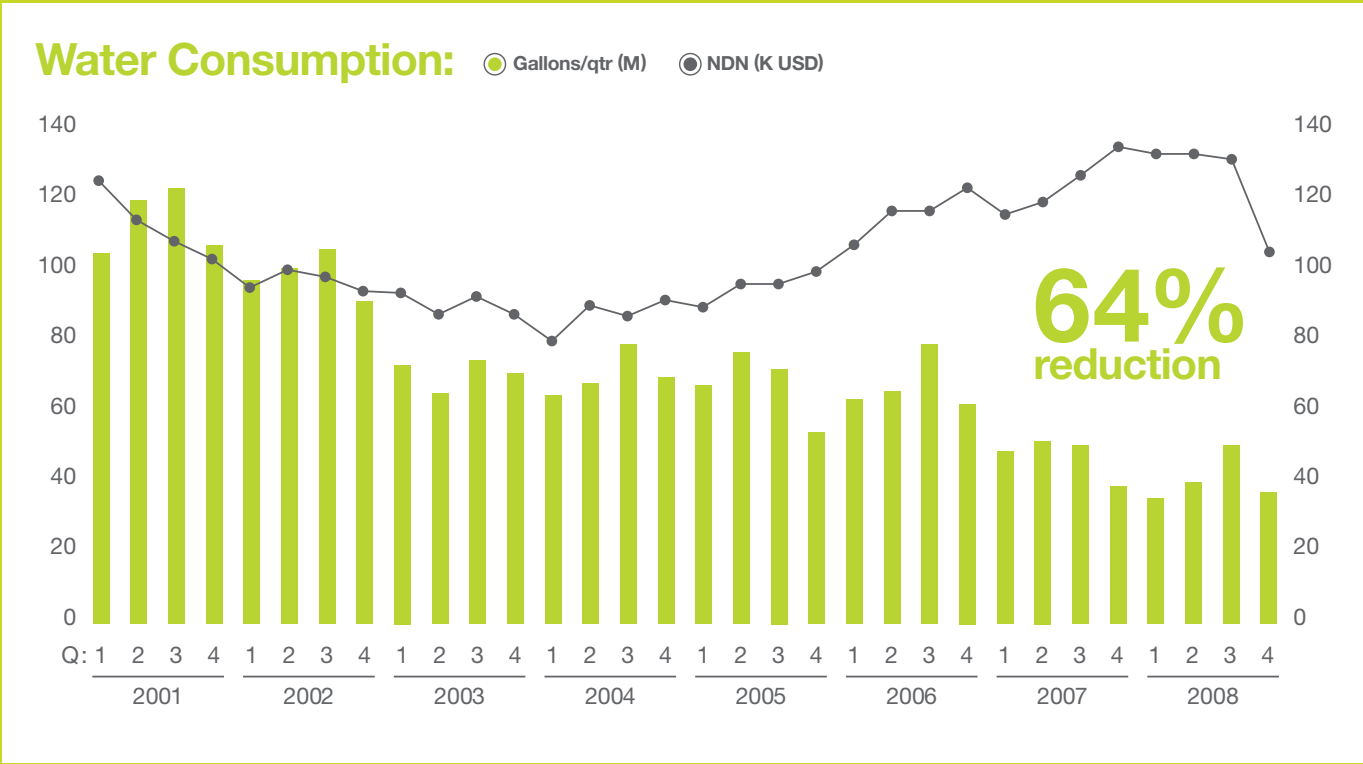
has honored us with recognition of our work.

- Steelcase Canada Ltd. earned the 2008 Pollution Prevention Award from the Canadian Council of Ministers of the Environment (CCME), one of just seven awards presented. Our plant in Markham, Ontario was recognized for a four-year initiative to reduce emission of volatile organic compounds (VOCs) and to lower energy consumption. By targeting lighting and heating, ventilation and air-conditioning systems and by switching to powder paint, the plant reduced annual emissions of VOCs by 9.3 tons, and reduced energy consumption by more than 15 percent while production increased by more than 20 percent.
- As we expand in some parts of the world and consolidate in others, we're integrating our lean efforts hand-in-glove with our sustainability efforts. Recent progress: our plant in Malaysia has received ISO 14001 certification for its environmental management system. To date, 14 of our plants around the world have been ISO 14001-registered or have the process underway. This assures that our operations are conducted in accordance with the requirements of our corporate management system so that we can achieve our environmental performance objectives and standards.

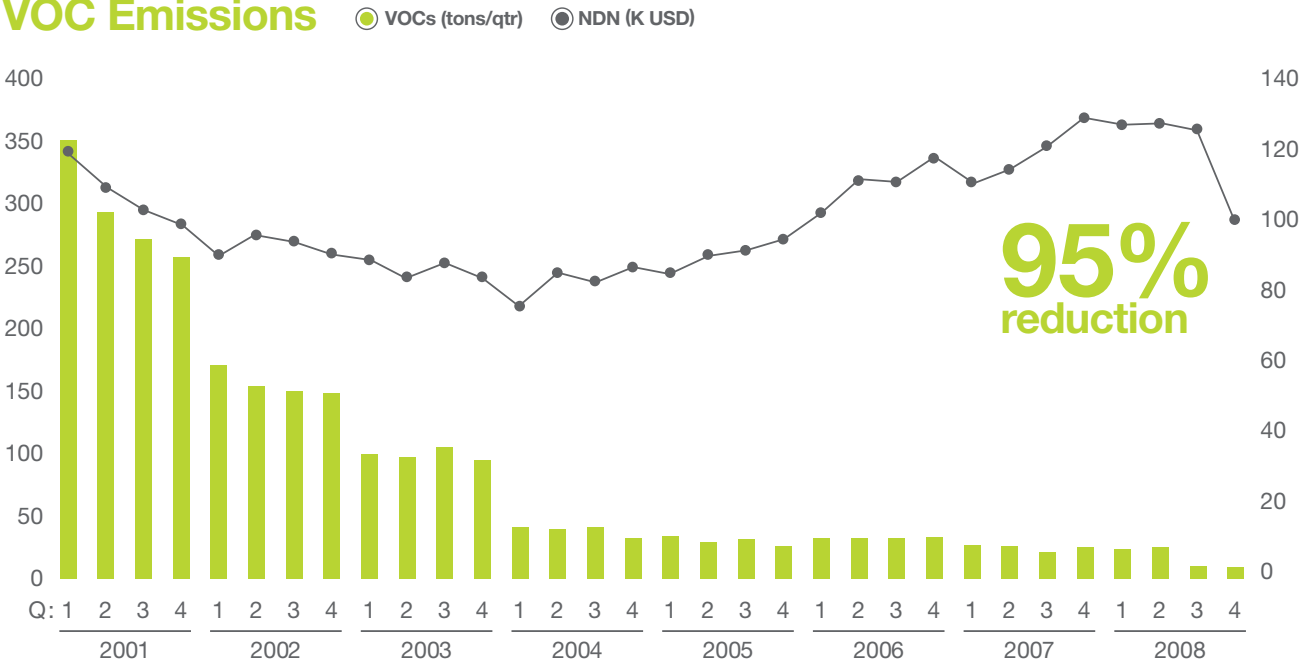
Global Environmental Metrics

Careful measurement is key to managing our impact

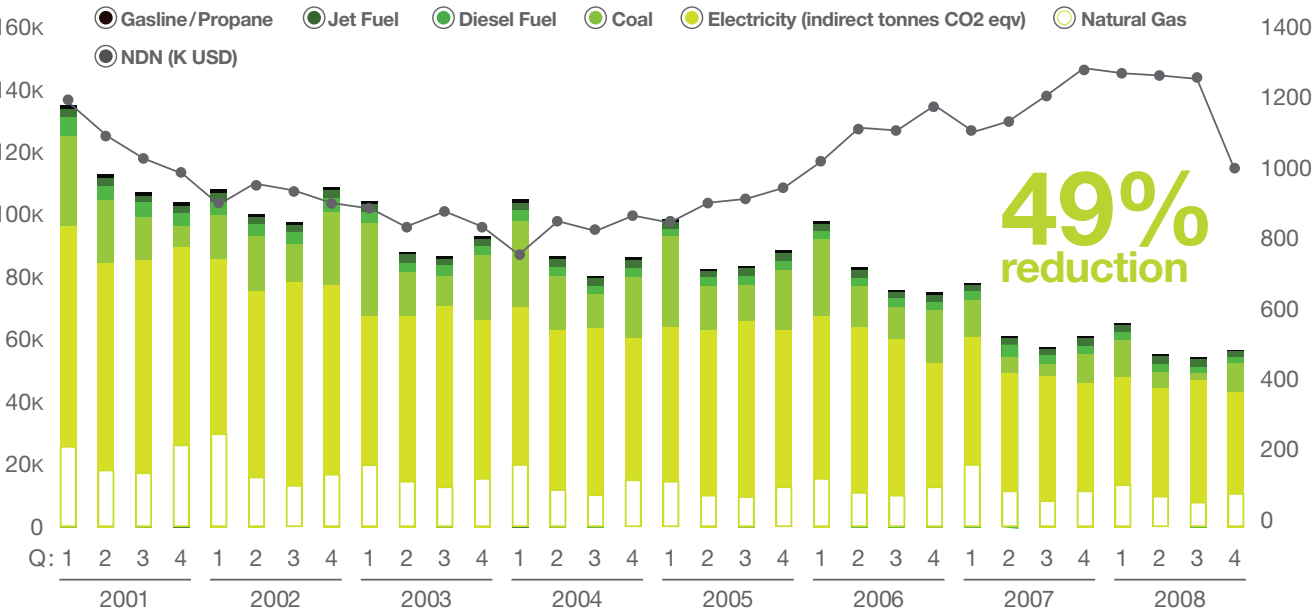
Reducing our environmental footprint globally by 25% by 2012 means keeping careful watch on our greenhouse gas emissions, water consumption, energy use, and waste. These charts track our progress.



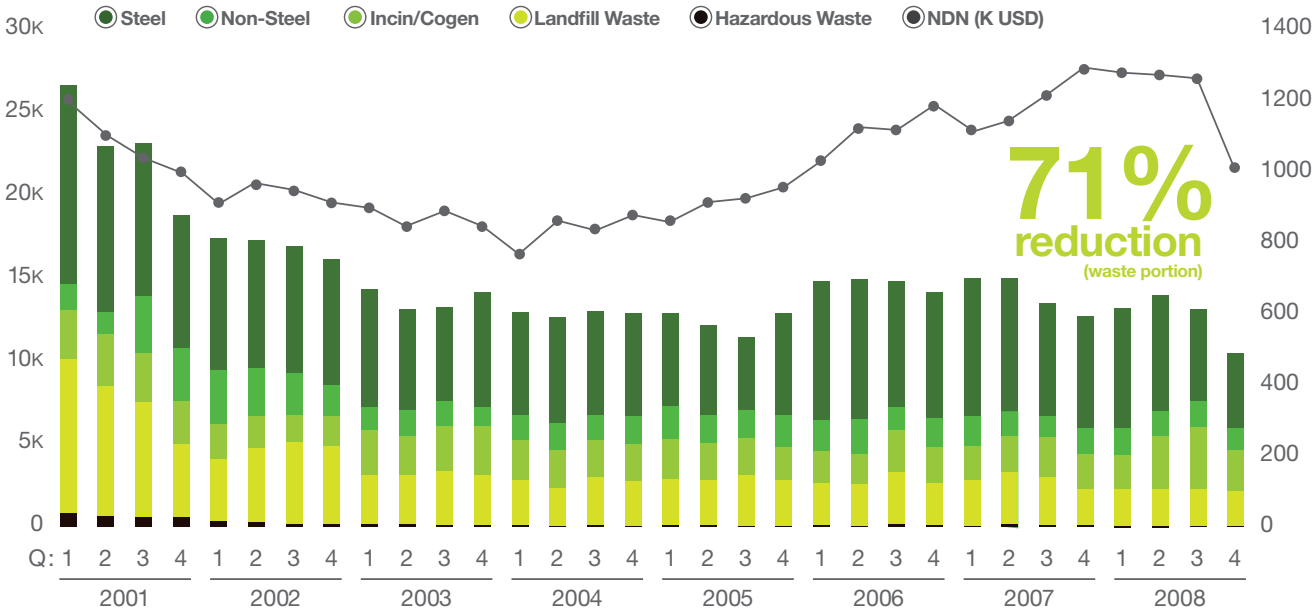
VOC Emissions



Green House Gas Emissions (tonnes CO2 eqv)



Waste and Recycling (tons)



02 / People

Introduction /

Progress isn't real if it's at the expense of someone else. When goals for people, planet and profit are aligned and working together, the gains are far-reaching and enduring.

Investing in communities around the world means choosing projects that can change outcomes and accelerate triple bottom line results. Our involvement takes many forms. Here are a few examples of how we made a difference during the past year.



Learning, Sharing, Advancing /

In our worldview, social responsibility starts with education. It includes our own employees, our customers, people employed in our industry, as well as people in our communities.

- Making our company an ever-stronger contributor to sustainability starts with increasing our employees' environmental literacy and demonstrating how passions translate to actions. To mark Earth Day, we launched online sustainability training this year to make it easier than ever for everyone in our company to work with their leaders to set objectives and make sustainable choices on the job.
- Extending our reach and increasing our knowledge through dialogue, we trained additional trainers in the field and utilized a webinar format—a new method of delivery—to provide continuing education courses in sustainable topics. These changes expanded our student base by more than 1,000 individuals, including architects, designers, educators, design students, dealers, and customers this year. Approved by professional organizations, many of these presentations earned continuing education credits for participants.
- To develop problem-solvers for the 21st century, Steelcase is deeply involved in improving urban education through a new prototype school that opened in 2008, the Grand Rapids University Preparatory Academy. Through a unique partnership with Grand Rapids Public Schools that is inspiring other collaborations and alternative education

models, the Academy started with grades 6 & 7 in the fall of 2008. Another class will be added each year to eventually serve grades 6 - 12. The goals are ambitious: to achieve 90% graduation rates and have 90% of graduates continue their education, in contrast to typical urban school graduation rates of just 35 – 55%. With small classrooms of no more than 18 students, practical internships, and continued mentoring by teachers who stay involved grade-to-grade, students engage in high-activity learning that grabs their attention, boosts their confidence and puts them on track for college. As part of our involvement, we continue to work with the school to increase students' awareness and literacy around sustainability.

- Spring of 2009 marks the first graduating class for the West Michigan Academy of Arts and Technology (WMCAT), which opened in 2005 with extensive involvement and support from Steelcase. As part of the Grand Rapids public high school program, high-risk students are referred to WMCAT's hands-on art classes that provide academic credit along with an opportunity to explore talents. About 90% of the students who began participating in 2005 are still in high school today, on their way to diplomas. WMCAT also provides a program for under-employed and unemployed adults who get training in health care professions. In July 2008, twenty people completed the intensive program. More than 80% of those who have completed the adult program since it began have found employment.

Safe Plants in Europe /

After 2 years of preparation, our plant in Wisches, France,

received the OHSAS 18001 certification (Occupational Health and Safety Assessment Series). Wisches is already ISO 9001 and ISO 14001 certified. This OHSAS specification gives requirements for an occupational health and safety management system that enables an organization to control risks and improve its performance. Wisches is helping pave the way for our other European plants to complete the OHSAS 18001 certification process.

Creating Better Habitats /

As our business grows in other countries, our sphere of influence extends wider.

In response, we broadened our Friends InDeed program, which encourages employees to volunteer to help their communities. In West Michigan, the program also includes retirees whose loyalty and commitment extends beyond their employment tenure. During the past fiscal year, the hours of volunteer service through Friends InDeed totaled 24,637, nearly double the tally of the previous year. In addition, we've successfully expanded the program beyond North America to also support the volunteerism energies and efforts of our employees in Latin America, Asia and Europe. Here are some highlights of what's been accomplished.

- Our approach to social responsibility was recognized in Mexico when we were honored as a Socially Responsible Company at the 2009 Latin America ERS Conference in Mexico City. We're the first company in our industry to receive this honor from the Mexican Center for Philanthropy. The award recognized our effort to recover 80 acres of forest in Villa del Carbon, near Mexico City. In addition to planting trees, we helped the community migrate from farming to more sustainable forms of income. At our Tijuana plant, employee donations helped Tabasco recover from the November 2007 flood that covered 80% of the state and affected more than 1 million residents. More recently, their donations have stayed in Tijuana to improve living conditions there and employees have volunteered many hours at orphanages, homes for the elderly, and food lines.
- As part of our commitment to sustain communities where we have a manufacturing presence, we stepped in with disaster relief to help reclaim livelihoods for the 5 – 10 million people left homeless after a devastating earthquake struck China's Sichuan province in May, 2008. We also provided aid after the Myanmar cyclone. Joining with the Steelcase Foundation and many other organizations, our donations are helping to rebuild lives and communities as our presence grows in Asia.
- In Kuala Lumpur where we now have operations, employees are supporting an orphanage with renovation, tutoring and equipment in collaboration with SCOR (Shared Services Community Outreach). A longer-term goal is to create an endowment to fund college educations for these orphans.
- Steelcase has long supported the efforts of Habitat for Humanity and its mission to strengthen families and neighborhoods. As a corporate sponsor, we celebrated the 25th anniversary of Habitat for Humanity of Kent County (Michigan) with a special event at our Town Hall for more than 600 community leaders. We're working closely with this organization to help them build a long-term sustainability strategy and business model. For the 4th year in a row, our employees built a Habitat playhouse that was raffled off to raise money. This year's design was a "green playhouse" that incorporated sustainable materials and practices. Proceeds from the raffle were earmarked for future Habitat homebuilding. In 2007, Habitat for Humanity of Kent County committed to building all Kent County Habitat homes to LEED standards.

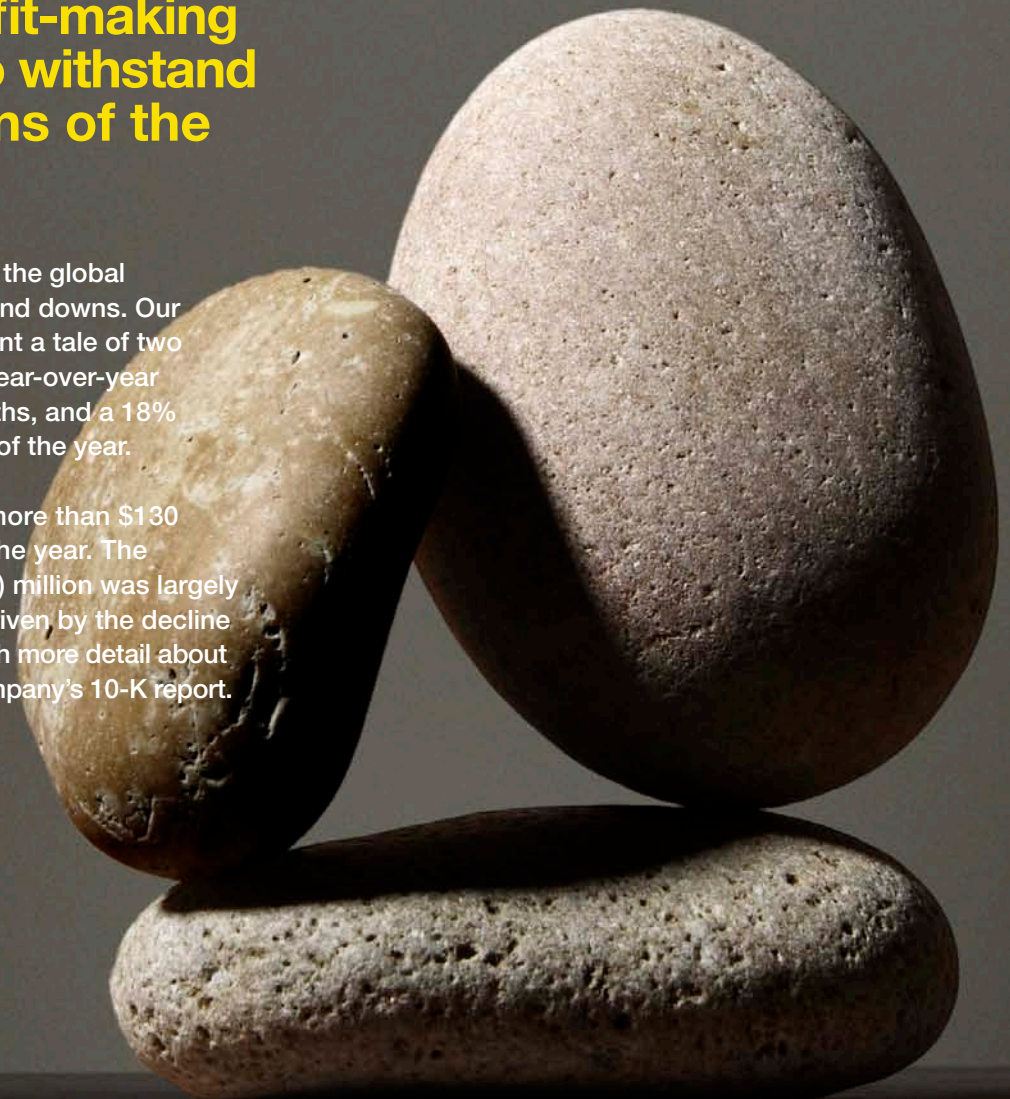
03 / Profit

Introduction /

For nearly 100 years, we have worked to establish our financial stability and strength for the benefit of employees, customers, dealers and shareholders. To be sustainable in the broadest sense, a company needs to be a profit-making enterprise, able to withstand the ups and downs of the business cycle.

Like other companies in the grip of the global recession, we know all about ups and downs. Our fiscal 2009 financial results represent a tale of two very different half-years, with 5% year-over-year revenue growth in the first six months, and a 18% revenue decline in the second half of the year.

Steelcase was still able to return more than \$130 million to its shareholders during the year. The reported net loss for 2009 of \$(11.7) million was largely due to impairments and charges driven by the decline in equity markets. You can find much more detail about our financial performance in the company's 10-K report.



Lessons Learned /

Fiscal 2009 saw the continued evolution of Steelcase

from a company that primarily provided office furniture to U.S.-based corporations...to a company that is dedicated to helping create great work experiences, wherever work happens around the world. Our CEO, Jim Hackett has more to say about the expansion of the company's essential purpose in his annual letter to shareholders.

Steelcase took steps during an industry downturn earlier in this decade that better prepared the company for the current recession. The company essentially reinvented its industrial system, beginning with an emphasis on lean manufacturing principles and techniques that resulted in more than a 50 percent reduction in factory floor space since 2001.

Profitability was also improved by the creation of common platforms in product development, the development of a global supply chain and an overall reduction in the complexity of our product portfolio.

At the same time, we recognized the importance of diversifying our customer base beyond the traditional corporate segment. In fiscal 2009, approximately one-third of Steelcase's North American business came from the vertical markets of healthcare, higher education and government. And we continue to see significant growth potential in emerging markets such as China and India.

Moving Forward /

Even before the magnitude of the global economic crisis was known,

Steelcase began taking steps to improve its financial fitness with greater focus on the white-collar side of our business.

In fiscal 2009, we began to model our view of what a “flat world” organization would look like. The notion of a flat world was introduced in Thomas Friedman’s bestseller which chronicles how tightly connected the world is in trade, communication and business structures. The consequence is that we need to think of placing parts of our enterprise across our global footprint so that their placement benefits not only the particular regions where they sit but they also can serve others by taking advantage of time differences. We initially created a global shared services center in Kuala Lumpur that is staffed with a team of dedicated Steelcase employees. The Malaysia team’s primary role is to support our Asian enterprise, and it is also providing finance, IT and other technical support while staying in close contact with colleagues in other geographies through telepresence technology.

A second center will open in Monterrey, Mexico in the second quarter of fiscal 2010 in order to support North American customer service functions that need same-day response.

We are confident that we will emerge from the recession as a stronger company, ready to aggressively compete with a portfolio of new products based on our insights into the ways people work.

Forward-looking Statements

From time to time, in written and oral statements, the company discusses its expectations regarding future events and its plans and objectives for future operations. These forward-looking statements generally are accompanied by words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “forecast,” “intend,” “may,” “possible,” “potential,” “predict,” “project,” or other similar words, phrases or expressions. Forward-looking statements involve a number of risks and uncertainties that could cause actual results to vary from the company's expectations because of factors such as, but not limited to, competitive and general economic conditions domestically and internationally; acts of terrorism, war, governmental action, natural disasters and other Force Majeure events; changes in the legal and regulatory environment; restructuring activities; currency fluctuations; changes in customer demands; and the other risks and contingencies detailed in the company's most recent Annual Report on Form 10-K and its other filings with the Securities and Exchange Commission. Steelcase undertakes no obligation to update, amend, or clarify forward-looking statements, whether as a result of new information, future events, or otherwise.

