



Raymond James 39th Annual Investors Conference



Forward Looking Statements

This presentation contains "forward-looking" statements based on current expectations regarding future plans, events, outlook, objectives and financial performance, expectations for future sales growth and earnings per diluted share (GAAP and non-GAAP). Forward-looking statements can be identified by words including "expect," "believe," "anticipate," "estimate," "may," "will," "would," "could," "confident" or other similar words, phrases or expressions. Forward-looking statements involve known and unknown risks and uncertainties, which may cause the Corporation's actual future results and performance to differ materially from expected results. These risks include but are not limited to: the levels of office furniture needs and housing starts; overall demand for our products; general economic and market conditions in the United States and internationally; industry and competitive conditions; the consolidation and concentration of our customers; our reliance on our network of independent dealers; changes in raw material, component or commodity pricing; market acceptance and demand for our new products; our ability to successfully implement our business software system implementation; our ability to achieve desired results from closures and structural cost reduction initiatives; our ability to achieve the anticipated benefits from integrating our acquired businesses and alliances; changing legal, regulatory, environmental and healthcare conditions; the risks associated with international operations; the potential impact of product defects; the various restrictions on our financing activities; an inability to protect our intellectual property; the impact of recent tax legislation; and force majeure events outside the Corporation's control. A description of these risks and additional risks can be found in the Corporation's annual and quarterly reports filed with the Securities and Exchange Commission on Forms 10-K and 10-Q. The Corporation undertakes no obligation to update, amend or clarify forward-looking statements.

Business Structure



Two
Segments

Office Furniture
76% of sales

Hearth
Products
24% of sales

Three
Businesses

**Contract
Driven**

**Supplies
Driven**

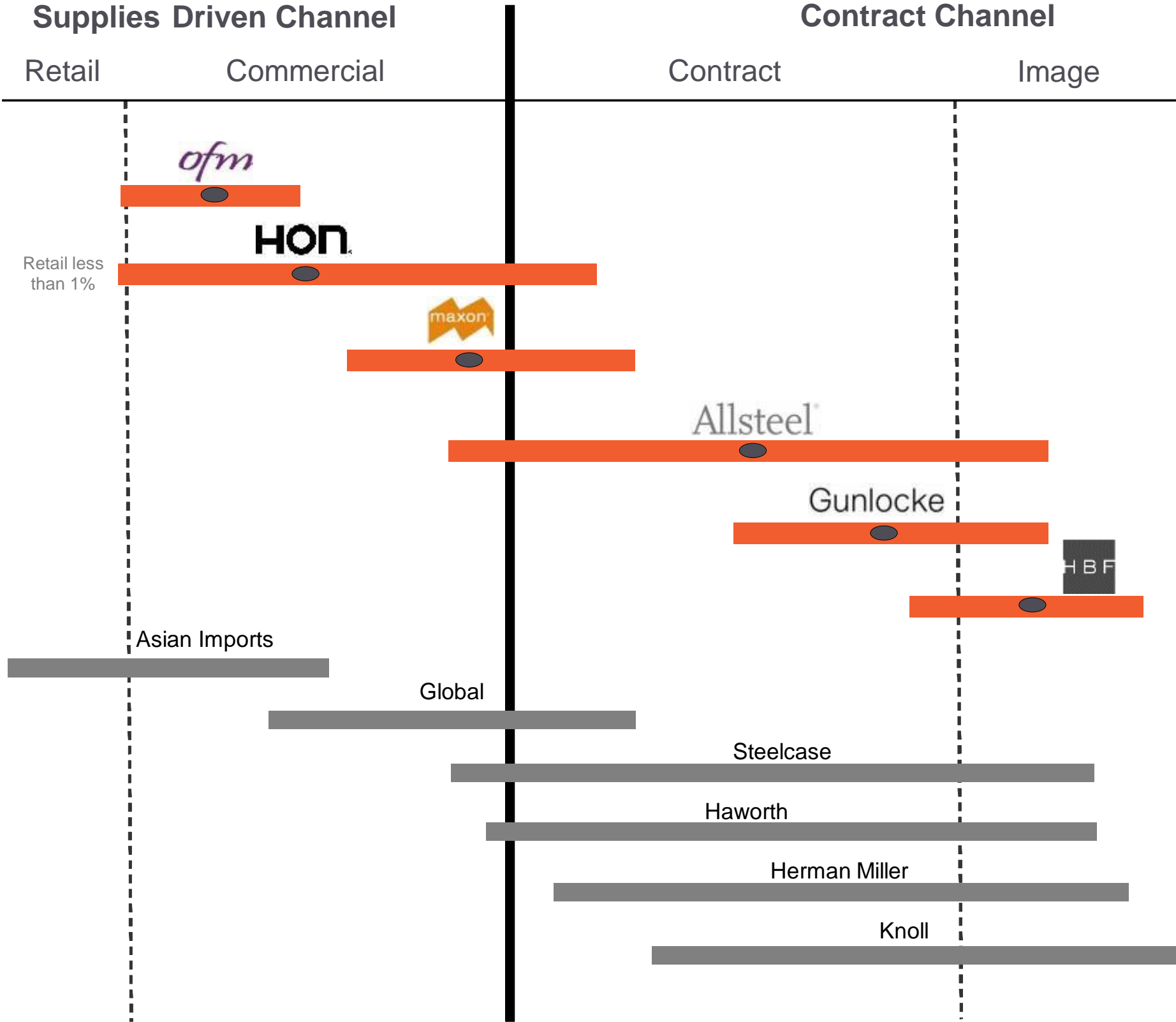
**Hearth
Products**

Market Coverage

Office Furniture



North America



HNI
Brands

Key
Competitors

● Core, sweet spot

Contract Driven Business

Typical Customers

- Larger businesses
- Image driven
- Custom solution



Multiple Influencers

External

- Architect & Design
- Real Estate
- Project Manager



Internal

- C-Suite
- Procurement



- Significant customization
- Design driven
- Made to order

Product



Long Cycle



RFP Driven



Complex

Selling Model

Supplies Driven Business

Typical Customers

Small to Mid Size Businesses



Few Influencers



- Dealer reps
- Delegated process



- Standard product
- Small project
- Fill-in items

Product



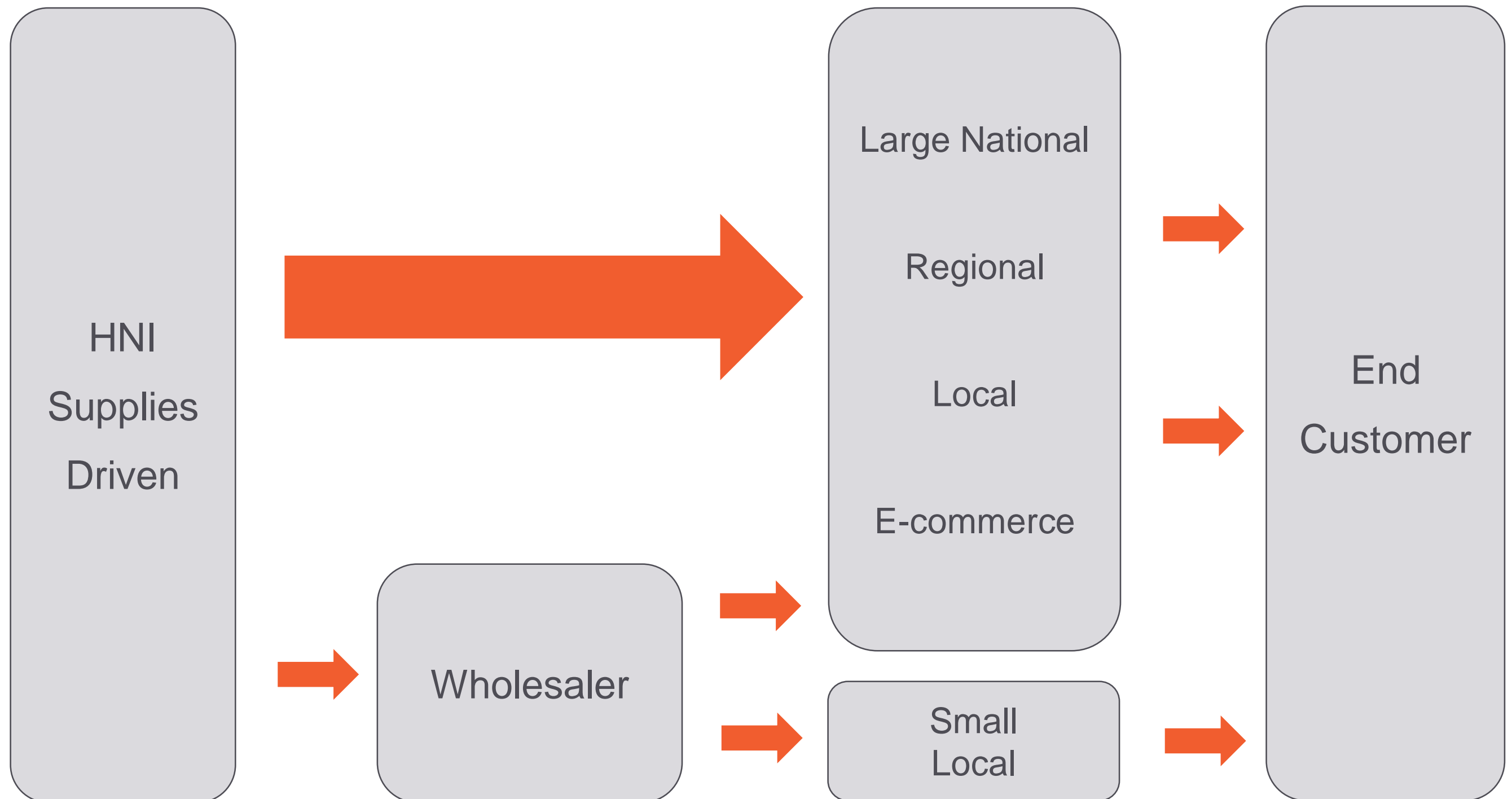
Short Cycle

- Multiple order types
- Dealer driven
- Online



Selling Model

Supplies Driven Business

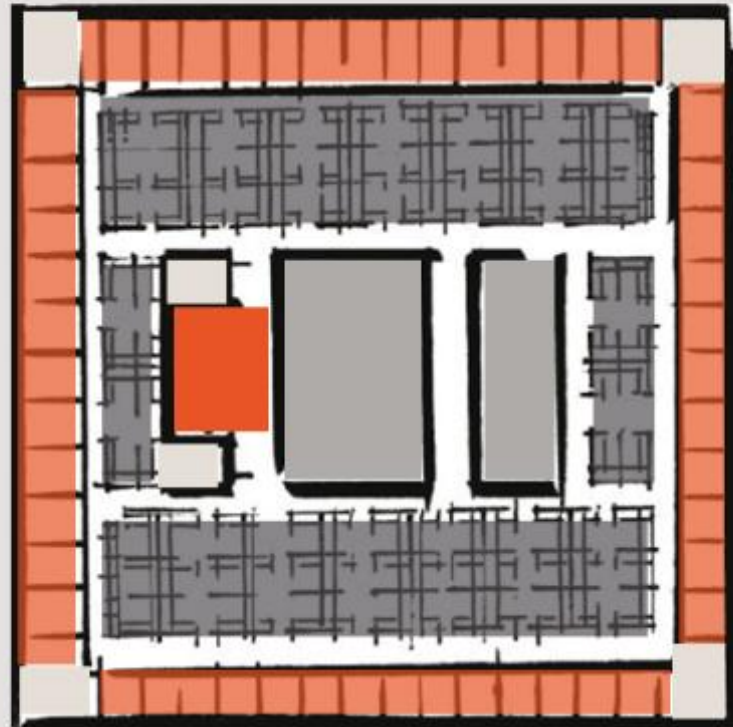


Changing Workplace

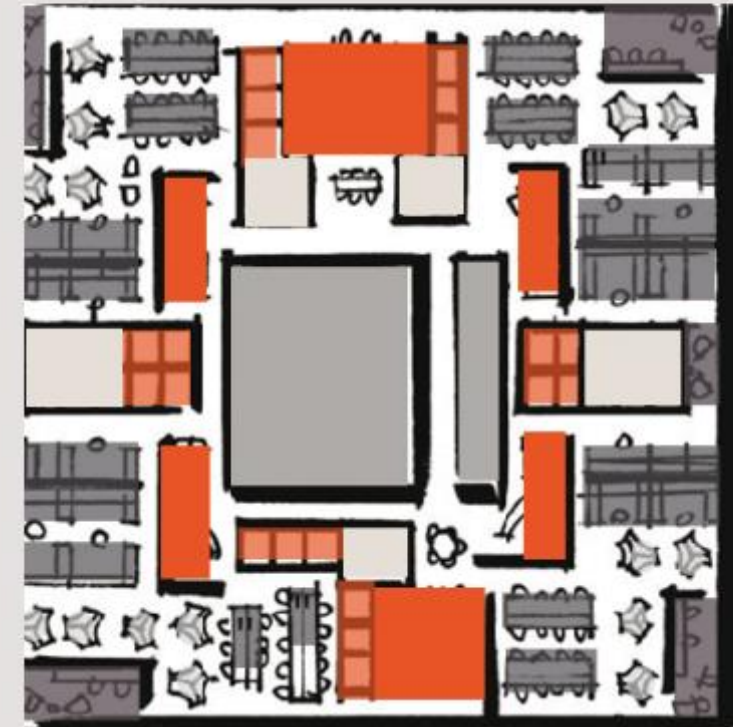


Changing Workplace

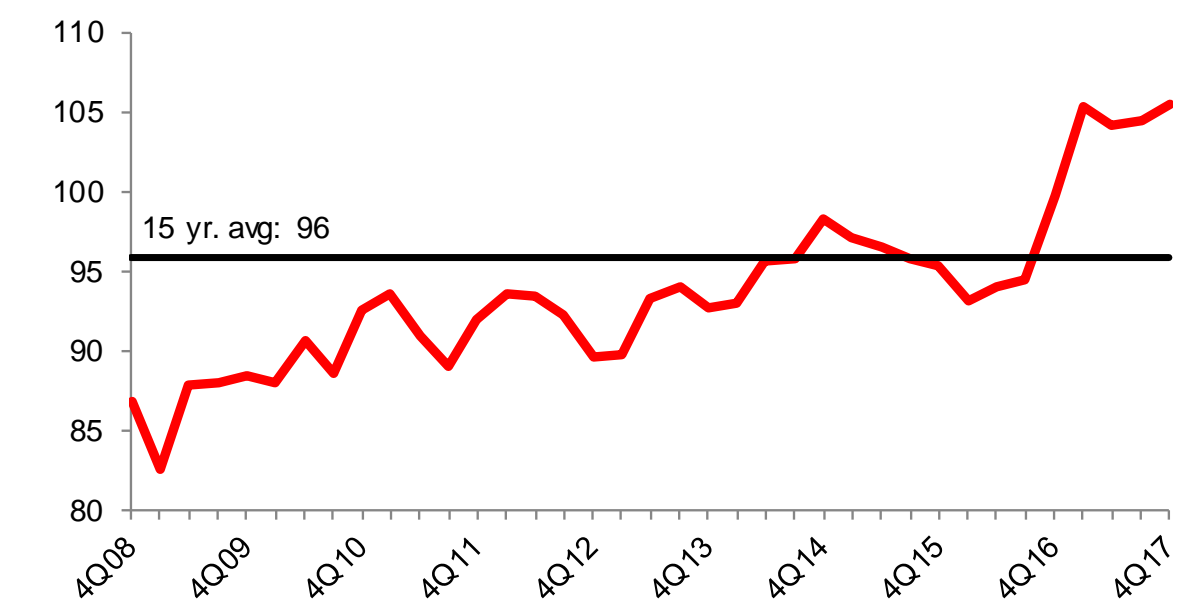
LEGACY



CURRENT

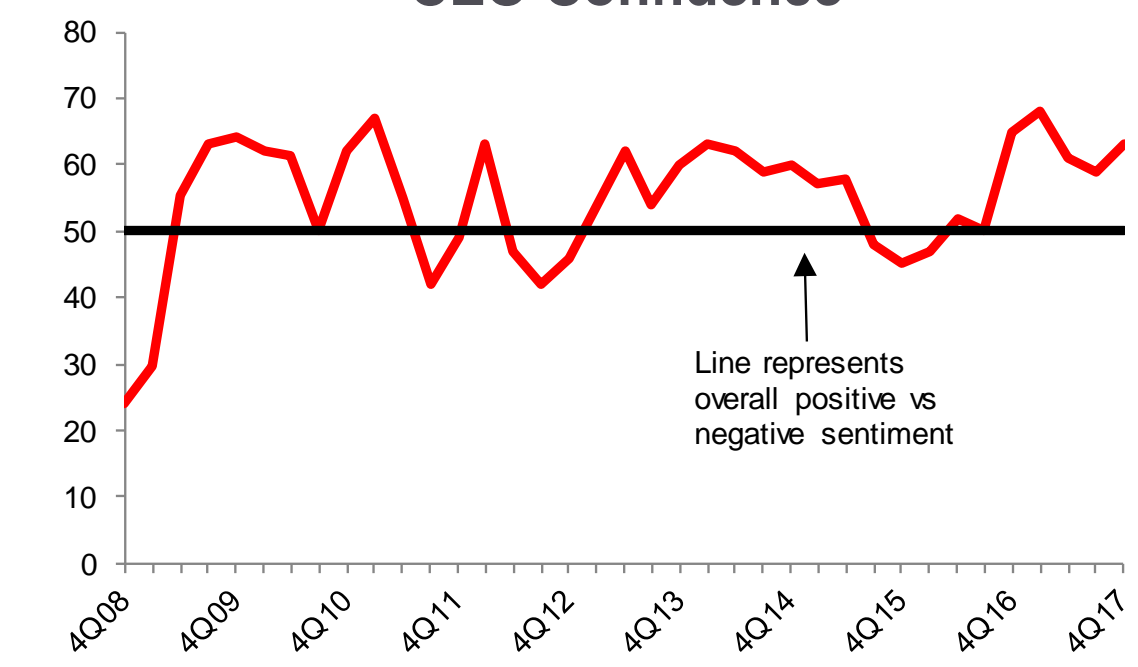


Small Business Confidence



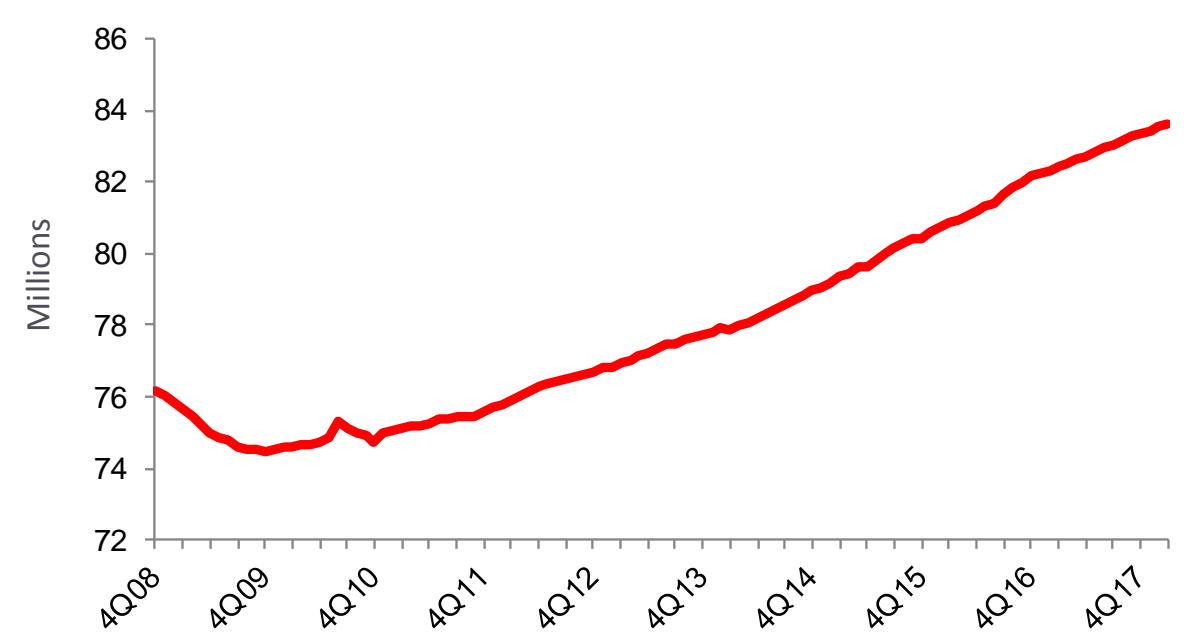
Source: National Federation of Independent Business

CEO Confidence



Source: The Conference Board

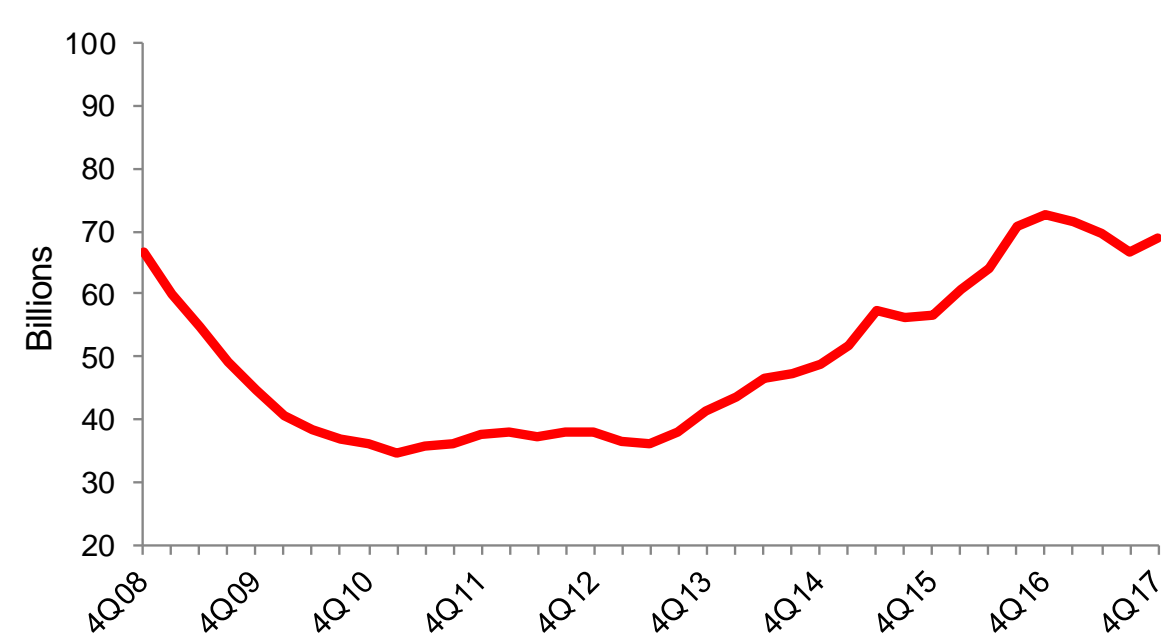
Service Sector Employment



Source: Bureau of Labor Statistics

CES Industries: Financial Activities, State and Local Government, Federal Government, Other Services, Professional Business Services, Information, and Education and Health Services

Total Construction Spending: Office



Source: U.S. Bureau of the Census

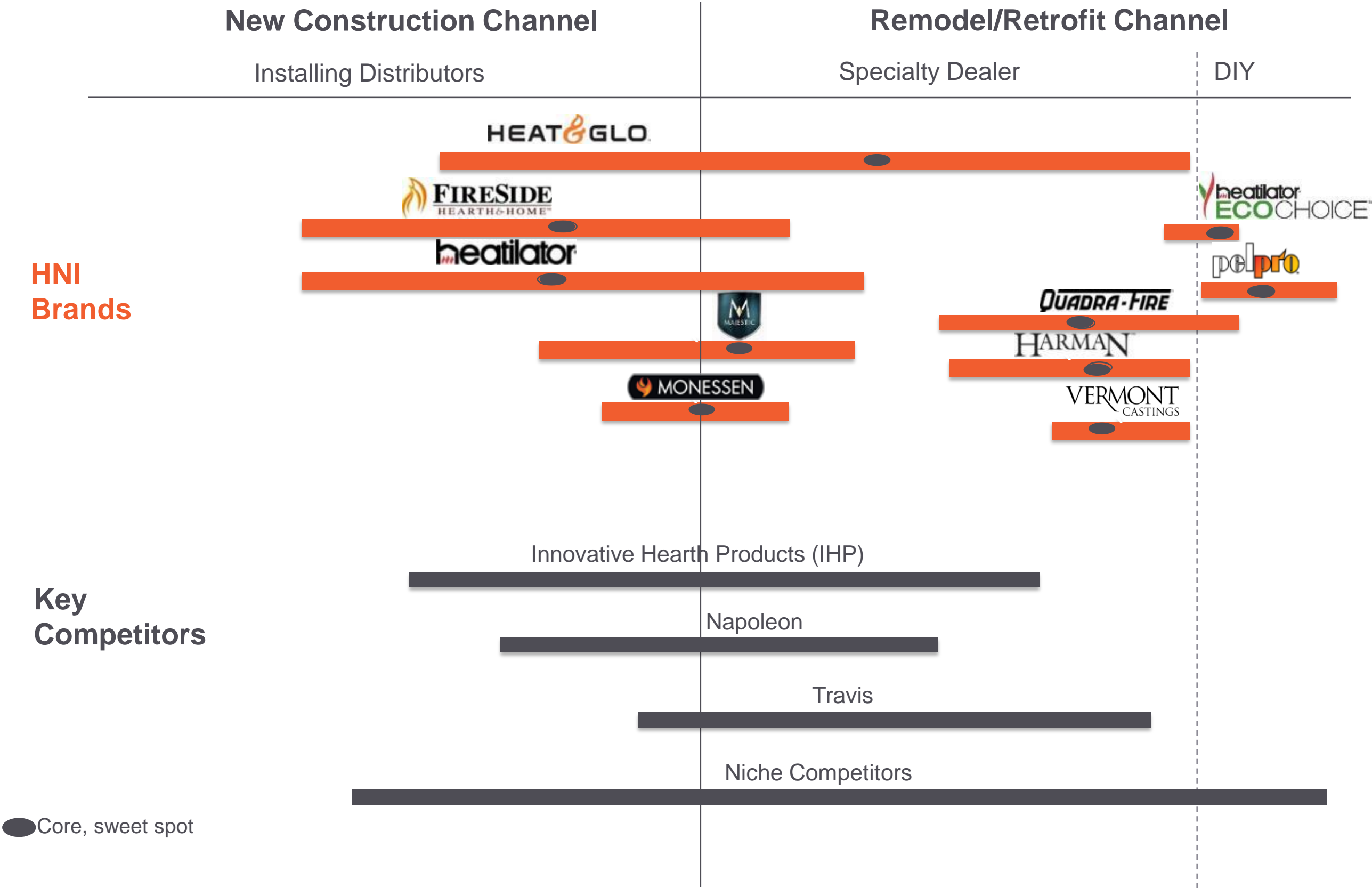
Hearth Products

HNI



Market Coverage

Hearth Products



Hearth Channels

HNI

New Construction



Remodel / Retrofit

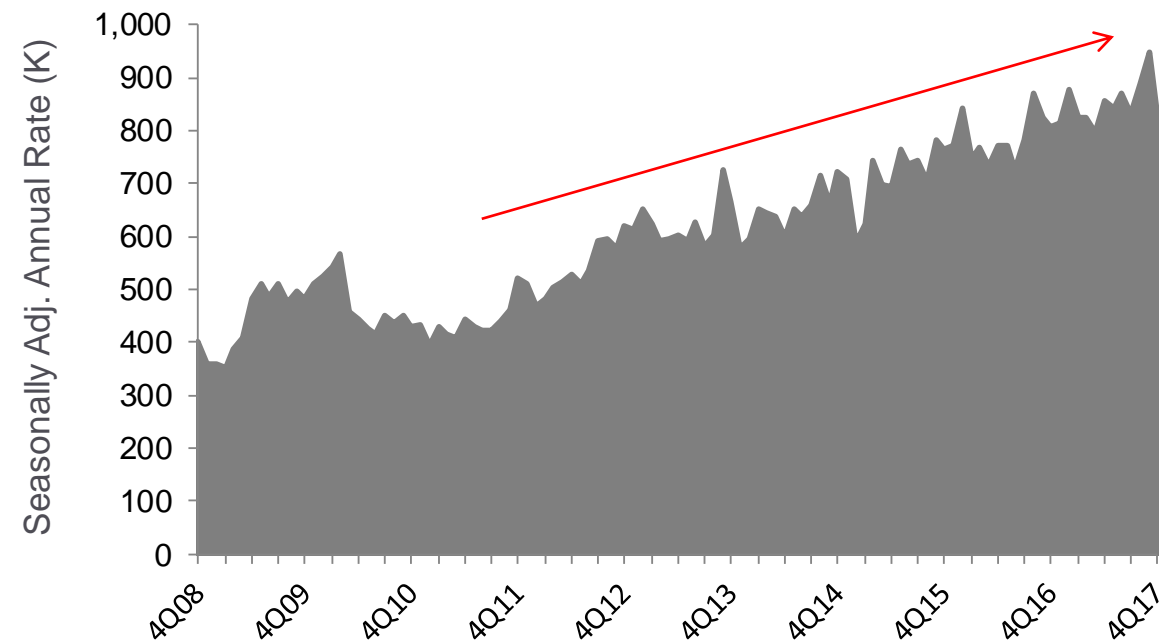


Market Drivers

Hearth Products

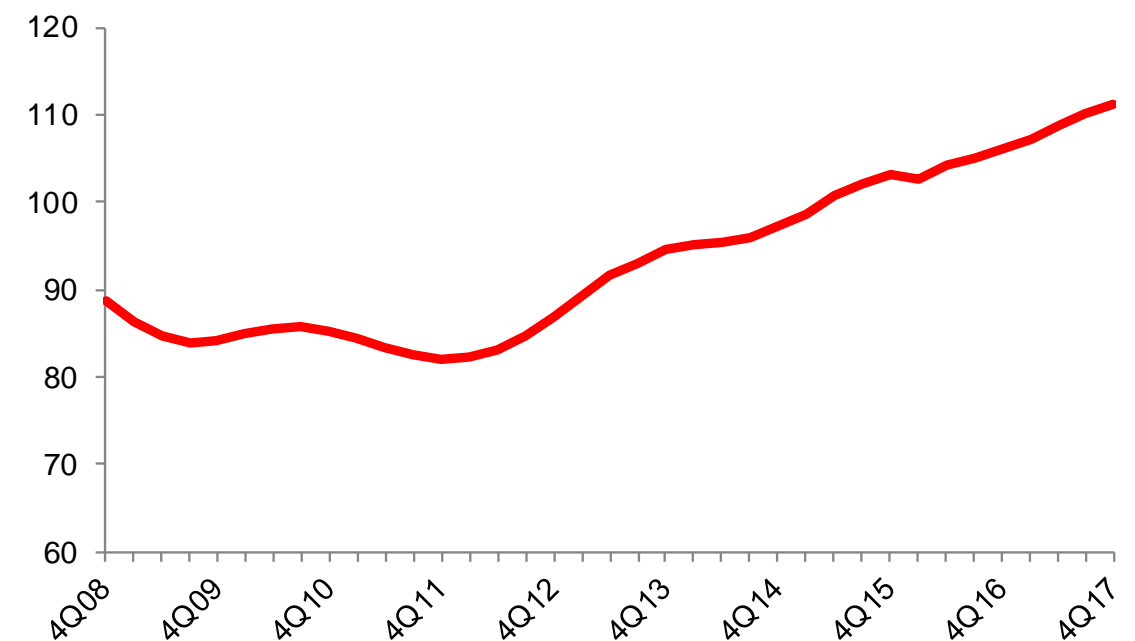
HNI

Single Family Housing Starts



Source: U.S. Census Bureau

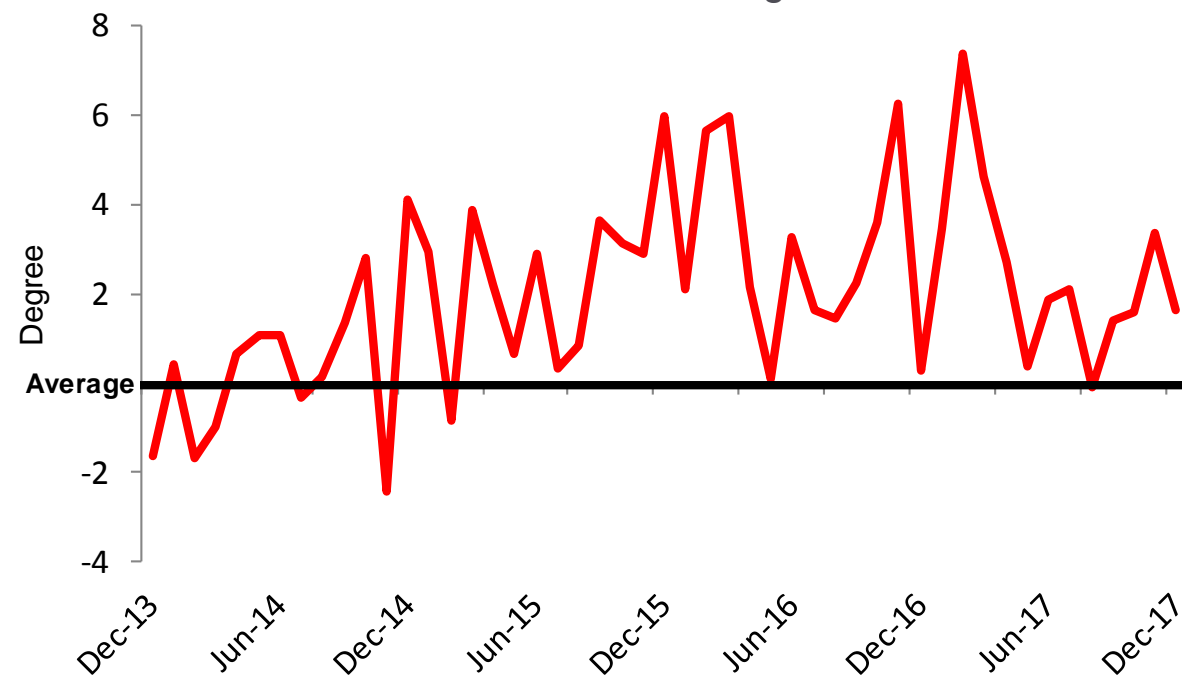
Residential Remodeling Index



Source: Hanley Wood

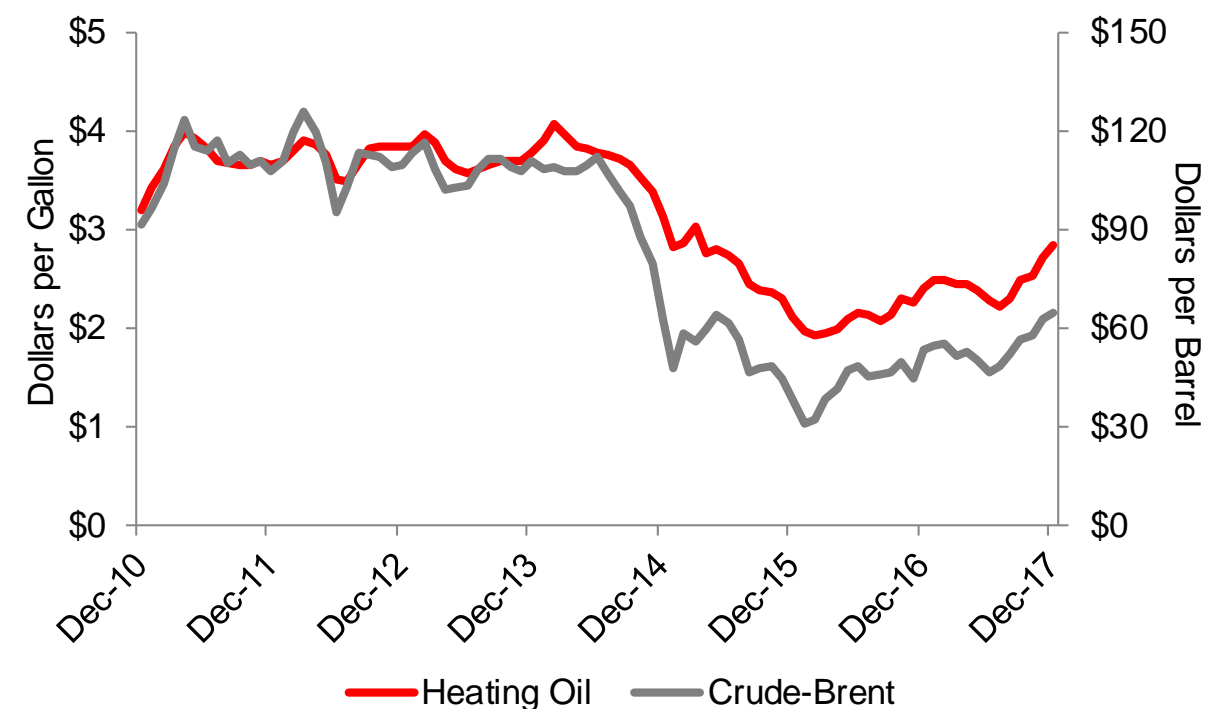
US Temperatures

Variance from Average



Source: U.S. NOAA

Oil Prices



Source: U.S. EIA

House of Brands

OFFICE FURNITURE



HEARTH

HON. Allsteel

heatilator HEAT & GLO. MAJESTIC

Gunlocke HBF maxon

VERMONT CASTINGS QUADRA-FIRE HARMAN

ofm Lamex HNI INDIA

MONESSEN FIRESIDE HEARTH & HOME

Leverage

Member Owner Culture with Lean

Recent **Performance** Summary

2017 was year of transition

- Rapid and significant change in our markets – distribution channels
- Undertook large scale transformations of operational network, fulfillment models, business portfolio, and our enterprise system
- Unfavorable price cost gap – aggressive discount environment with mid-single digit inflation

2018 will be a return to profitable growth

- Conclude operational transitions – deliver record benefits from core productivity improvements and structural cost reductions

Current Outlook



1Q18 Outlook

FY18 Outlook

HNI
Earnings Per Share

Non-GAAP EPS
\$0.01 to \$0.06
(PY \$0.26)

Non-GAAP EPS
\$2.40 to \$2.80
(PY \$1.97)

Office Furniture
Net Sales

Up 6 to 10 percent,
organically
Up 2 to 6 percent

Up 4 to 8 percent,
organically
Up 1 to 4 percent

Hearth
Net Sales

Up 1 to 4 percent

Up 3 to 6 percent



2018 Guidance Bridge

