

# MillerKnoll

MILLERKNOLL, INC.  
 ATTN: SHAREHOLDER SERVICES  
 855 EAST MAIN AVENUE  
 ZEELAND, MI 49464-0302



**SCAN TO  
 VIEW MATERIALS & VOTE**



**VOTE BY INTERNET**

Before The Meeting - Go to [www.proxyvote.com](http://www.proxyvote.com) or scan the QR Barcode above

Use the Internet to transmit your voting instructions and for electronic delivery of information up until 11:59 P.M. Eastern Time on October 15, 2023, for shares held directly and by 11:59 P.M. Eastern Time on October 12, 2023, for shares held in a Plan. Have your proxy card in hand when you access the web site and follow the instructions to obtain your records and to create an electronic voting instruction form.

During The Meeting - Go to [www.virtualshareholdermeeting.com/MLKN2023](http://www.virtualshareholdermeeting.com/MLKN2023)

You may attend the meeting via the Internet and vote during the meeting. Have the information that is printed in the box marked by the arrow available and follow the instructions.

**VOTE BY PHONE - 1-800-690-6903**

Use any touch-tone telephone to transmit your voting instructions up until 11:59 P.M. Eastern Time on October 15, 2023, for shares held directly and by 11:59 P.M. Eastern Time on October 12, 2023, for shares held in a Plan. Have your proxy card in hand when you call and then follow the instructions.

**VOTE BY MAIL**

Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

V21638-P97374

KEEP THIS PORTION FOR YOUR RECORDS  
 DETACH AND RETURN THIS PORTION ONLY

**THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.**

**MILLERKNOLL, INC.**

**Vote on Directors**

The Board of Directors recommends a vote **FOR** the listed nominees:

- 1. Director Vote

TO ELECT THREE DIRECTORS, EACH TO SERVE A THREE YEAR TERM EXPIRING IN 2026

- 01) Candace S. Matthews
- 02) Andrea (Andi) R. Owen
- 03) Michael R. Smith

**For All** **Withhold All** **For All Except**

To withhold authority to vote for any individual nominee(s), mark "For All Except" and write the number(s) of the nominee(s) on the line below.

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**Vote on Proposals**

The Board of Directors recommends a vote **FOR** the proposals.

- 2. Proposal to ratify the appointment of KPMG LLP as our independent registered public accounting firm for fiscal 2024.
- 3. Proposal to approve, on an advisory basis, the compensation paid to the Company's Named Executive Officers.

**For** **Against** **Abstain**

The Board of Directors recommends you vote **1 year** on the following proposal:

**1 Year** **2 Years** **3 Years** **Abstain**

- 4. Proposal to consider, on an advisory basis, the frequency of future advisory votes on executive compensation.

The Board of Directors recommends a vote **FOR** the proposals.

**For** **Against** **Abstain**

- 5. Proposal to approve the MillerKnoll, Inc. 2023 Long-Term Incentive Plan.
- 6. Proposal to approve the Amended and Restated MillerKnoll, Inc. Employee Stock Purchase Plan.

The Proxies will vote the shares in accordance with the directions on this card. If a choice is not indicated, the Proxies will vote the shares "FOR" the nominees and "FOR" proposals 2, 3, 5, 6 and 1 year for proposal 4.

At their discretion, the Proxies are authorized to vote upon such other business as may properly come before the meeting or adjournment thereof.

Please sign exactly as your name(s) appear(s) hereon. When signing as attorney, executor, administrator, or other fiduciary, please give full title as such. Joint owners should each sign personally. All holders must sign. If a corporation or partnership, please sign in full corporate or partnership name by authorized officer.

Signature [PLEASE SIGN WITHIN BOX]

Date

Signature (Joint Owners)

Date

**Important Notice Regarding the Availability of Proxy Materials for the Annual Meeting:**

The Notice and Proxy Statement and Annual Report are available at [www.proxyvote.com](http://www.proxyvote.com).

V21639-P97374

**FOR THE ANNUAL MEETING OF SHAREHOLDERS  
TO BE HELD ON OCTOBER 16, 2023  
AND ANY ADJOURNMENTS OR POSTPONEMENTS THEREOF**

**THIS PROXY IS SOLICITED ON BEHALF OF THE BOARD OF DIRECTORS OF MILLERKNOLL, INC.**

By signing this card, voting by telephone or voting by Internet, the shareholder appoints Michael A. Volkema and Jacqueline H. Rice, and each of them, Proxies, with full power of substitution, to vote all of the shares of MillerKnoll, Inc. Common Stock which the undersigned is entitled to vote at the Annual Meeting of Shareholders to be held on Monday, October 16, 2023, at 10:30 a.m. ET at [www.virtualshareholdermeeting.com/MLKN2023](http://www.virtualshareholdermeeting.com/MLKN2023), and any adjournments or postponements thereof, upon all subjects that may properly come before the meeting, including the matters listed on the reverse side of this card and described in the company's proxy statement, subject to any directions indicated on the reverse side of this card.

**Continued and to be signed on reverse side**