

STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934
or Section 30(h) of the Investment Company Act of 1940

Check this box if no longer subject to
Section 16. Form 4 or Form 5
obligations may continue. See
Instruction 1(b).

Check this box to indicate that a
transaction was made pursuant to a
contract, instruction or written plan for
the purchase or sale of equity
securities of the issuer that is
intended to satisfy the affirmative
defense conditions of Rule 10b5-1(c).
See Instruction 10.

1. Name and Address of Reporting Person* <u>Watson Bruce Benedict</u> (Last) (First) (Middle) <u>855 EAST MAIN AVENUE</u> <u>P.O. BOX 302</u> (Street) <u>ZEELAND</u> <u>MI</u> <u>49464</u> (City) (State) (Zip)	2. Issuer Name and Ticker or Trading Symbol <u>MILLERKNOLL, INC.</u> [<u>MLKN</u>] Foreign Trading Symbol 3. Date of Earliest Transaction (Month/Day/Year) <u>08/01/2026</u> 4. If Amendment, Date of Original Filed (Month/Day/Year)	5. Relationship of Reporting Person(s) to Issuer (Check all applicable) Director 10% Owner ☒ Officer (give title below) Other (specify below) <u>Chief Creative Officer</u> 6. Individual or Joint/Group Filing (Check Applicable Line) ☒ Form filed by One Reporting Person Form filed by More than One Reporting Person
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Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)		4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock ⁽¹⁾	08/01/2026		M		8,138	A	\$0.0	97,276.3011	D	
Common Stock	08/01/2026		F		3,949.186	D	\$22.52	93,327.1151	D	
Common Stock ⁽²⁾	08/01/2026		A		4,041	A	\$0.0	97,368.1151	D	
Common Stock	08/01/2026		F		1,761.876	D	\$22.52	95,606.2391	D	
Common Stock ⁽²⁾	08/01/2026		A		1,621	A	\$0.0	97,227.2391	D	
Common Stock	08/01/2026		F		706.756	D	\$22.52	96,520.4831	D	
Common Stock ⁽²⁾	08/01/2026		A		3,466	A	\$0.0	99,986.4831	D	
Common Stock	08/01/2026		F		1,511.177	D	\$22.52	98,475.3061	D	
Common Stock								2,213.837	I	by profit share plan

Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)	6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V		Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Stock Units	(3)	08/01/2026		M		8,138	(4)	(4)	Common Stock	8,138	\$0.0	56,707	D	

Explanation of Responses:

1. The Number of Derivative Securities Beneficially Owned Following Reported Transaction reflected in Table I of this form includes dividend equivalent units reinvested in the corresponding vesting RSUs, which satisfies the exemption of Rule 16b-2.
2. Shares issued August 1, 2026 pursuant to Performance Share Units granted on October 19, 2023 under the Company's 2020 LTIP.
3. Each restricted stock unit represents a contingent right to receive one share of MLKN common stock.
4. The restricted stock units are subject to a three-year vest schedule, vesting 25% at year one, 25% at year two, and 50% at year three. Vesting is on August 1 of each respective year.

By: Jacqueline H. Rice For: 08/03/2026
Bruce B. Watson

** Signature of Reporting Person Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

** Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

