

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

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

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| OMB APPROVAL                                 |           |
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|  |   |  |   |
|--|---|--|---|
| 1. Name and Address of Reporting Person*<br><u>BRANDON DAVID</u><br><br>(Last) (First) (Middle)<br><u>855 EAST MAIN AVENUE</u><br><u>P.O. BOX 302</u><br><br>(Street)<br><u>ZEELAND</u> <u>MI</u> <u>49464</u><br><br>(City) (State) (Zip) | 2. Issuer Name and Ticker or Trading Symbol<br><u>MILLERKNOLL, INC.</u> [ <u>MLKN</u> ] | 5. Relationship of Reporting Person(s) to Issuer<br>(Check all applicable)<br><br><input checked="" type="checkbox"/> Director 10% Owner<br><br>Officer (give title below) Other (specify below)   |   |
|  | 3. Date of Earliest Transaction (Month/Day/Year)<br><u>10/16/2023</u>                   |  | 6. Individual or Joint/Group Filing (Check Applicable Line)<br><br><input checked="" type="checkbox"/> Form filed by One Reporting Person<br><br>Form filed by More than One Reporting Person |
|  | 4. If Amendment, Date of Original Filed (Month/Day/Year)                                | Rule 10b5-1(c) Transaction Indication<br><br><input type="checkbox"/> Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10. |   |

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                    | 10/16/2023                           |  | M                              |   | 9,028.7363  | A          | \$0.0   | 25,837.7363   | D  |   |
| Common Stock                    | 10/16/2023                           |  | J <sup>(1)</sup>               |   | 1.7363  | D          | \$25.26 | 25,836  | D  |   |

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 |   |  |  |   |  |
| Phantom Stock                              | (2)  | 10/16/2023 <sup>(3)</sup>            |  | M <sup>(4)</sup>               |   | 9,028.7363   | 10/16/2023   | (5)             | Common Stock  | 9,028.7363 <sup>(6)</sup>                  | \$0.0  | 0   | D  |

Explanation of Responses:

1. Cash in lieu of fractional shares.
2. Each share of phantom stock is the economic equivalent of one share of common stock. The shares of phantom stock become payable, in shares of common stock, at the election of the reporting person made in accordance with the company's director deferred compensation plan.
3. As previously reported on the Form 8-K filed on March 13, 2023, Mr. Brandon's resignation as a director of MillerKnoll, Inc. was effective as of the date of the Company's 2023 Annual Shareholder Meeting which took place on October 16, 2023.
4. Distribution at termination of the director's service as a director of MillerKnoll, Inc. is in accordance with Mr. Brandon's Alternative Payment Event elections that were made at time of deferral.
5. Expiration date is October 16, 2023.
6. The Number of Derivative Securities Beneficially Owned reflected in Table II of this form include shares acquired through participation in the MillerKnoll, Inc. Director Deferred Compensation Plan, which satisfies the exemption of Rule 16b-3.

By: Jacqueline H. Rice For: 10/18/2023  
David A. Brandon  
\*\* 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.  
Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.