Investor Presentation
First Quarter FY22

MillerKnoll

NASDAQ: MLHR

Forward looking statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act, as amended, that are based on management’s beliefs, assumptions, current expectations, estimates, and projections about the office furniture industry, the economy, and the company itself. Any statements that are not historical facts should be considered forward-looking statements. Words like “anticipates,” “believes,” “confident,” “estimates,” “expects,” “forecasts,” likely,” “plans,” “projects,” “should,” variations of such words, and similar expressions identify such forward-looking statements.

These statements do not guarantee future performance and are not intended as such. Actual results are subject to various risks and uncertainties that are difficult to predict with regard to timing, extent, likelihood, and degree of occurrence. These risks include, without limitation:

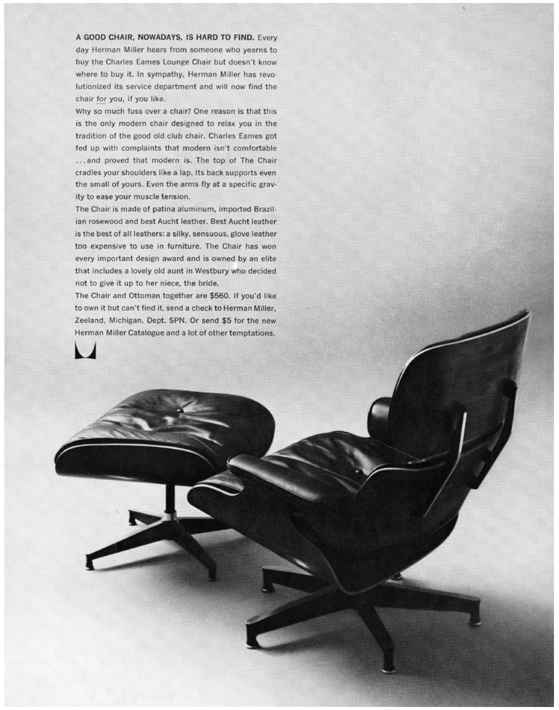
- the success of our growth strategy
- our success in initiatives aimed at achieving long-term profit optimization goals
- risks associated with our recent acquisition of Knoll, including the challenge of successfully integrating the business, realizing the anticipated benefits, and managing related disruptions
- our ability to comply with our debt covenants and obligations, which increased significantly in connection with our acquisition of Knoll
- employment and general economic conditions, including the pace of economic recovery in the U.S. and in our international markets
- the availability and pricing of raw materials and other supplies
- our reliance on a limited number of suppliers
- our ability to expand globally given the risks associated with regulatory and legal compliance challenges and accompanying currency fluctuations
- changes in future tax legislation or interpretation of current tax legislation
- the ability to increase prices to absorb the additional costs of raw materials
- changes in global tariff regulations
- the financial strength of our dealers and our customers
- changes in white-collar employment levels
- the willingness of customers to undertake capital expenditures
- the types of products purchased by customers
- competitive-pricing pressures
- our ability to locate new retail studios and negotiate favorable lease terms for new and existing locations and implement our studio portfolio transformation
- our ability to attract and retain key executives and other qualified employees
- our ability to continue to make product innovations
- the success of newly-introduced products
- our ability to integrate and benefit from acquisitions and investments
- the pace and level of government procurement
- the outcome of pending litigation, governmental audits, and/or investigations
- political risk in the markets we serve
- natural disasters, public health crises, and disease outbreaks
- other risks identified in our filings with the SEC

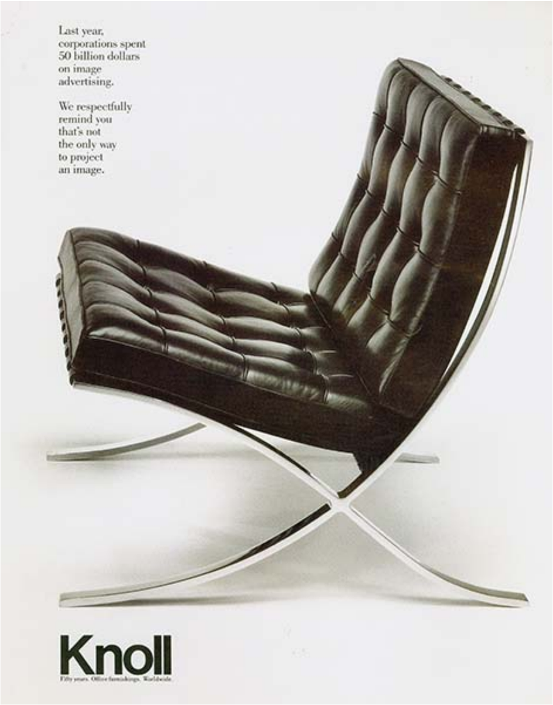
As a result of these risks and other risks that may materialize, actual results and outcomes may differ significantly from what we express or forecast in this presentation. We undertake no obligation to update, amend, or clarify forward-looking statements after the date of this presentation.

COMPANY SNAPSHOT

Company Snapshot

Creating the preeminent leader in modern design





HERMAN MILLER + KNOLL

1. Pairs two industry pioneers to catalyze the transformation of the home and office at a time of unprecedented disruption
2. Combines two highly complementary businesses to create a broader product portfolio
3. Enhances scale and capabilities to drive growth and profitability
4. Accelerates digital and technology transformation
5. Brings together common cultures and capabilities, with a shared commitment to social responsibility
6. Positions the business to deliver significant financial benefits

Company Snapshot

Global Omni-Channel Distribution Model

$3.6B

FY 21 Pro-Forma Revenue[1]

60+

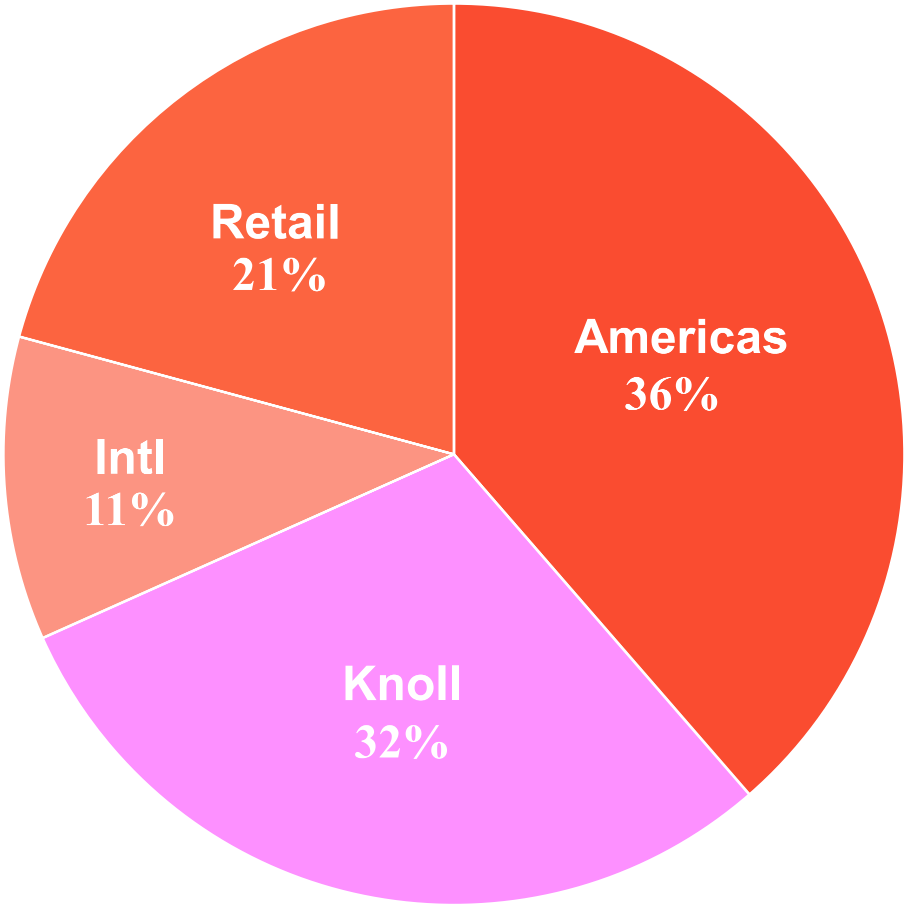
Global Retail Studios

1,000+

Contract Dealers in 110 Countries

11,000

Employees around the globe



[1]FY21 Pro-Forma Revenue represents fiscal year 2021 reported revenue for Herman Miller, combined with pro-forma fiscal year 2021 Knoll revenue as reported on the Form S-4 filed on May 24, 2021.

Company Snapshot

Broad Product Library Across MillerKnoll Group of Brands







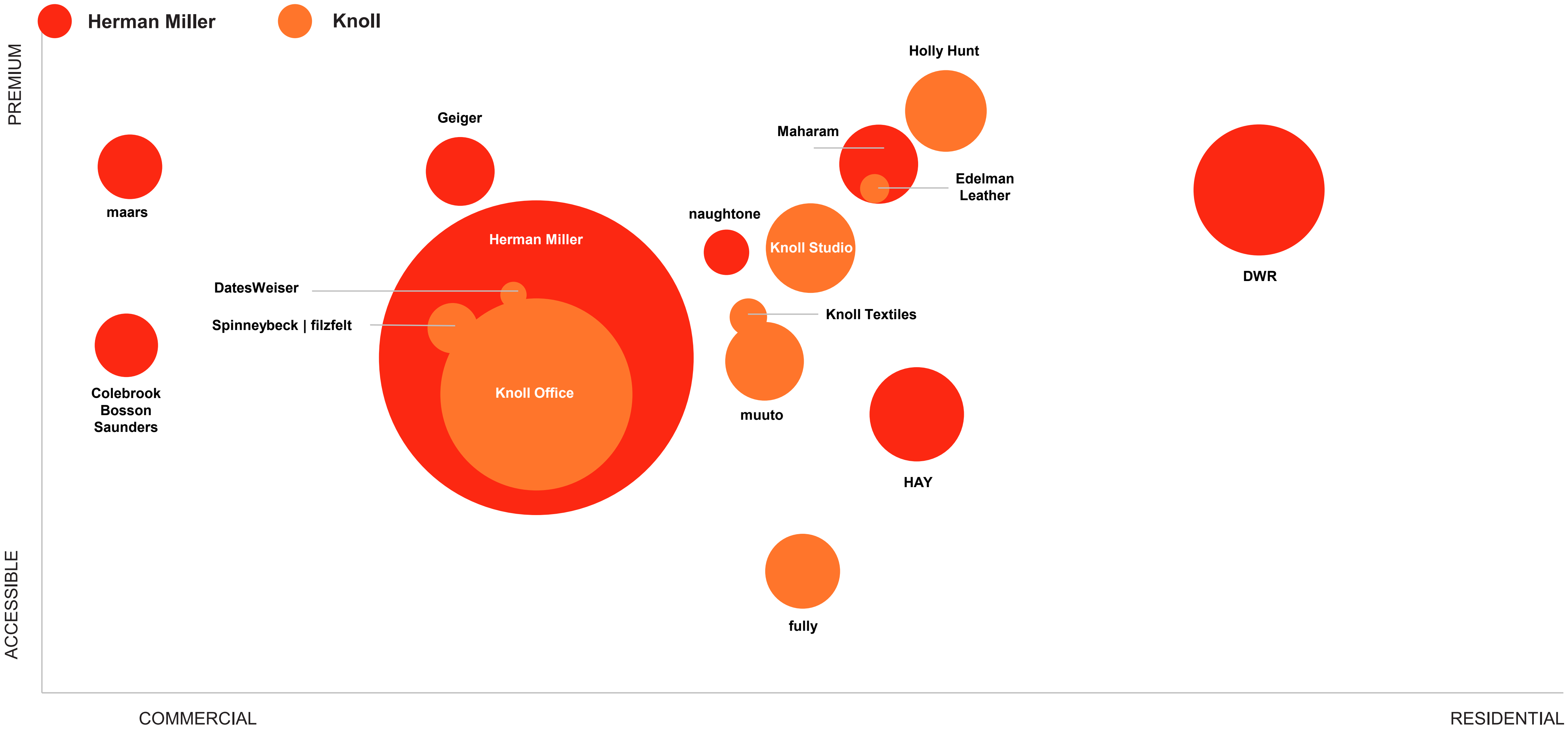






Company Snapshot

Bubble size indicates relative revenue



*Encompasses major brands.

MillerKnoll

STRATEGIC CONTEXT

Strategic Context

Market dynamics today

Digital Disruption

Rise Of Direct-to-consumer Business Models

Safe and Healthy Working Conditions

Changes In Where & How People Work

Environmental, Social, and Governance Imperative

Focus on Home Environments

Strategic Context
C-Suite Perspectives
The office remains a critical element of distributed work

“I think going back to work is a good thing. I think there are negatives to working from home. We’ve seen productivity drop in certain jobs and alienation go up in certain things. So we want to get back to work in a safe way.”

***Jamie Dimon*, JPMorgan Chase & Co. CEO**

“Top performing companies are actually increasing their investment in offices. ”

***Gensler.com*: "Why Top-Performing Companies are More Likely to Increase Their Real Estate Footprint Post COVID"**

“Offices will play a vital role in the future of hybrid, but will need to be updated from past uniform, one-size-fits-all designs ”

Harvard Business Review: "5 Models for the Post-Pandemic Workplace"

“New offices will center around collaborative spaces and flexibility, leading to a less-commoditized product mix.”

***SmithGroup:* "Connectivity, Culture & Collaboration in the Post-Pandemic Office"**

“In all candor, it’s not like being together physically. And so I can’t wait for everybody to be able to come back into the office. I don’t believe that we’ll return to the way we were because we’ve found that there are some things that actually work really well virtually.”

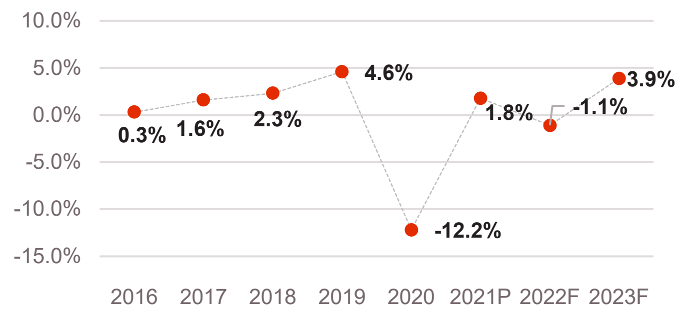
***Tim Cook*, Apple Inc. CEO**

Source: Wall Street Journal

Strategic Context

Macro-Economic Drivers

U.S. Commercial Market Sales



Source: BIFMA, May 2021

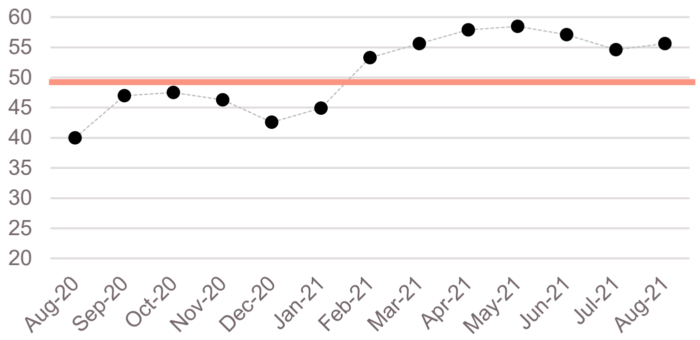
AIA Consensus Construction Forecast

(%YOY GROWTH)

	2021	2022
Non-Residential	-3.9%	4.6%
Commercial Total	-5.4%	5.4%
Office	-5.6%	-0.1%
Health	1.4%	4.4%
Education	-2.1%	3.6%
Hotel	-19.9%	18.9%

Source: The American Institute of Architects, July 2021

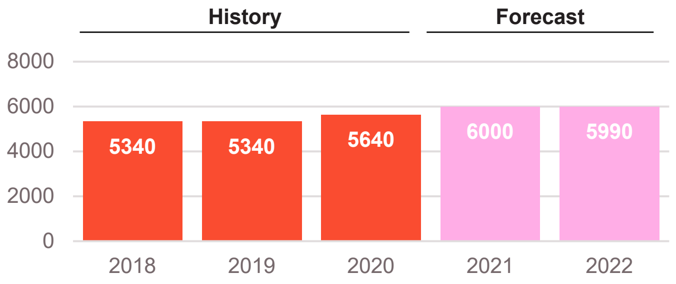
U.S. Architects Billing Index



Source: The American Institute of Architects

Existing Home Sales

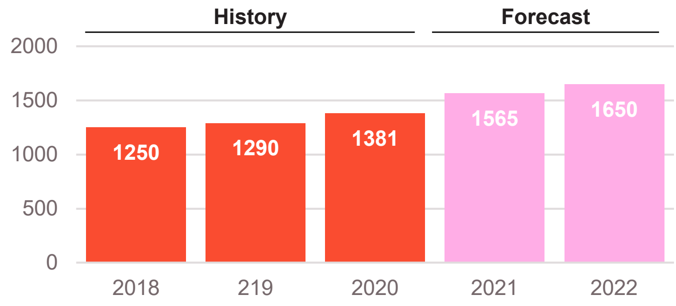
(THOUSANDS OF UNITS)



Source: Ntl. Assoc. of Realtors U.S. Economic Outlook, August 2021

Housing Starts

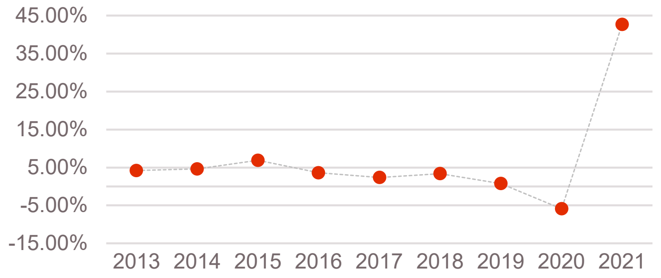
(THOUSANDS OF UNITS)



Source: Ntl. Assoc. of Realtors U.S. Economic Outlook, August 2021

Furniture and Home Furnishing Stores

ANNUAL SALES GROWTH



Source: US Census Bureau; 2021 reflecting YTD through July vs. prior YTD July

Other Leading Economic Indicators include: Corporate profitability, service sector employment, Office vacancy rates, CEO and small business confidence

Strategic Context

Operating from a position of strength

HermanMiller

Broad Product Assortment

Multi-Channel Distribution

Workplace Knowledge and Research

Knoll

MillerKnoll

STRATEGIC PRIORITIES

Strategic Priorities

Our strategy is centered around four priorities

1	2	3	4
Unlock The Power of one MillerKnoll	**Build a customer-centric, digitally-enabled business model**	**Accelerate profitable growth**	**Reinforce our commitment to our people, our planet, and our communities**

Strategic Priorities

Unlock the power of one MillerKnoll

1

Build an agile, collaborative, globally-connected organization fit for continuous evolution

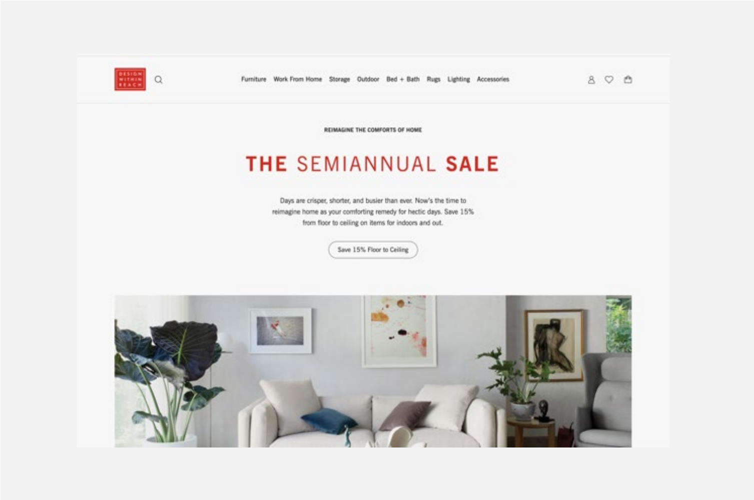
Simplify and tailor our go-to-market approach

Continue to lead in product and innovation

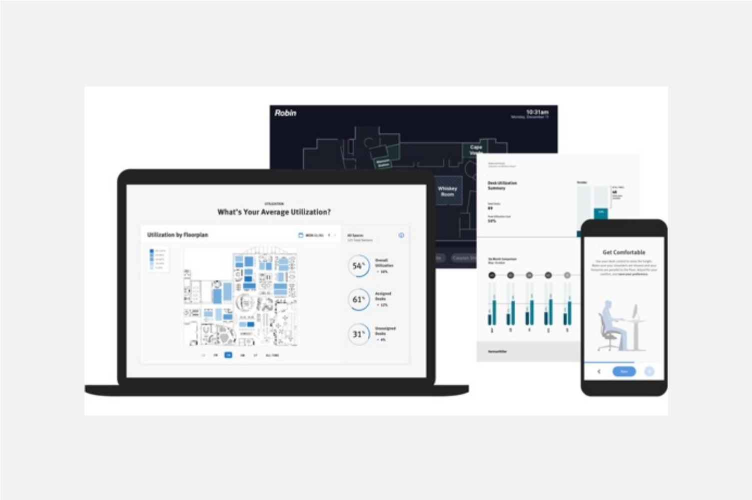
Strategic Priorities

Build a customer-centric, digitally-enabled business model

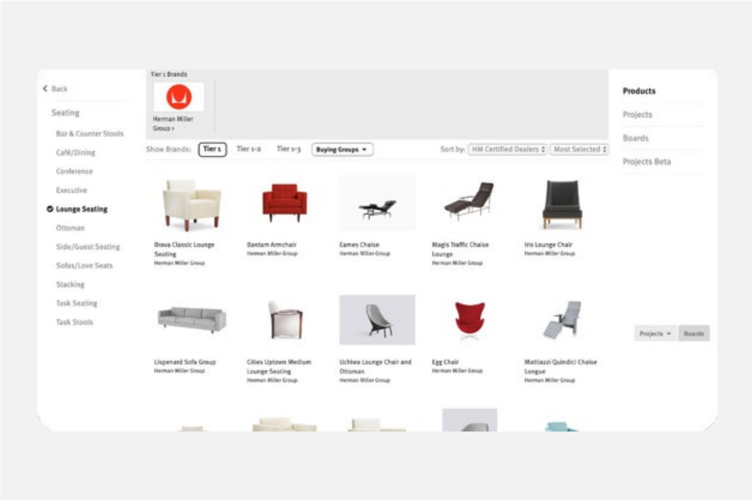
2



Leverage deep understanding of customer journeys to deliver inspired products and frictionless customer experiences



Drive step-change in our data, analytics, marketing, and brand capabilities



Strengthen our core technology backbone

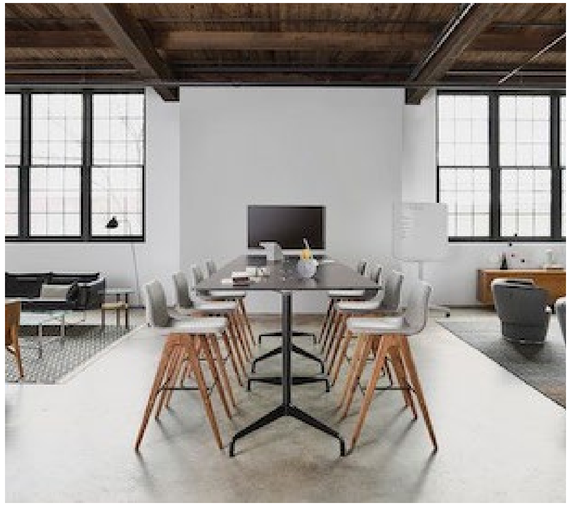
MillerKnoll

Strategic Priorities

Accelerate profitable growth

3

Continued leadership in Americas Contract business



Drive outsized growth in International Contract

Transform our Global Retail business

Integration of Knoll

MillerKnoll

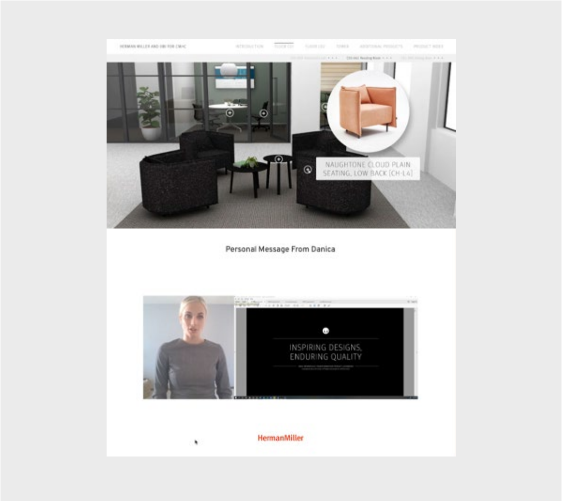
Strategic Priorities

Accelerate profitable growth

Continued leadership in the Americas Contract business

3

Go-to-market Alignment



Digital Tools

New Products

Profitability Improvement

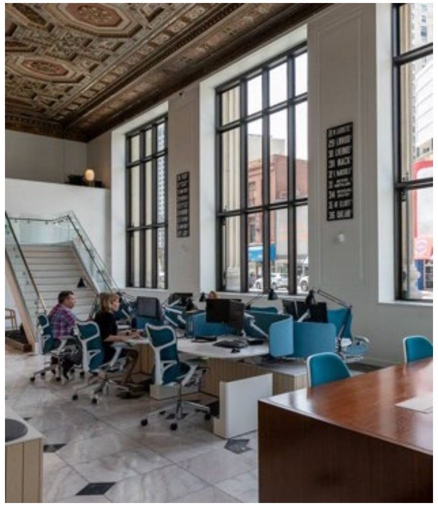
MillerKnoll

Strategic Priorities

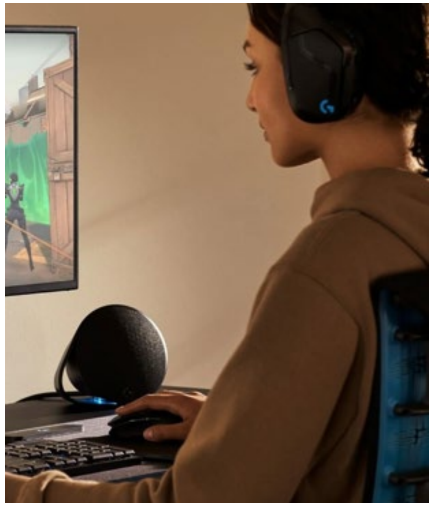
Accelerate profitable growth

Drive outsized growth in International Contract

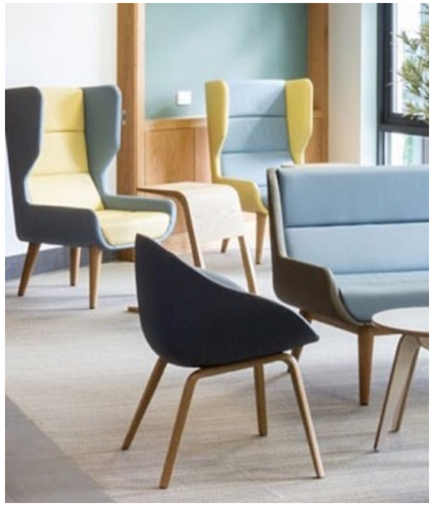
3



Expand Dealer Distribution



Enter New Product Categories



Grow HAY and naughtone

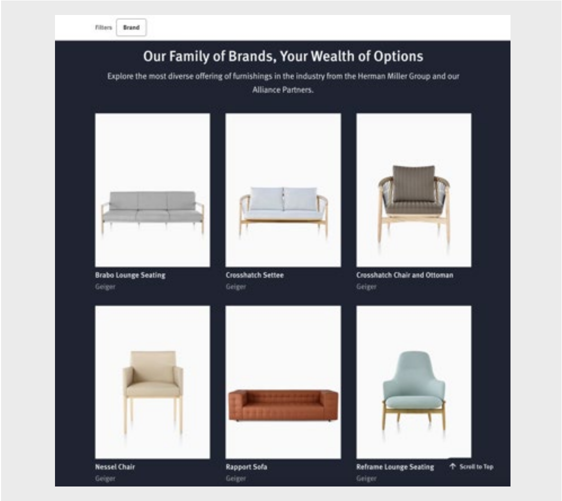
Execute Profitability Improvement Initiatives

Strategic Priorities

Accelerate profitable growth

Transform our Global Retail business

3



Build New Digital Capabilities

Increase Product Assortment

Develop New Retail Seating Concept

Expand Gaming Portfolio

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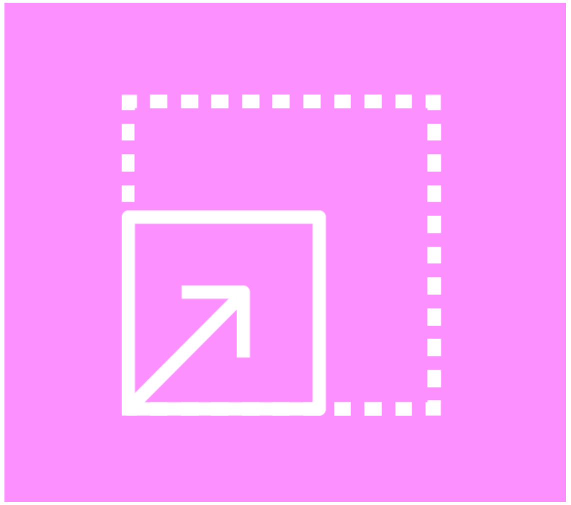
Strategic Priorities

Accelerate profitable growth

Integration of Knoll

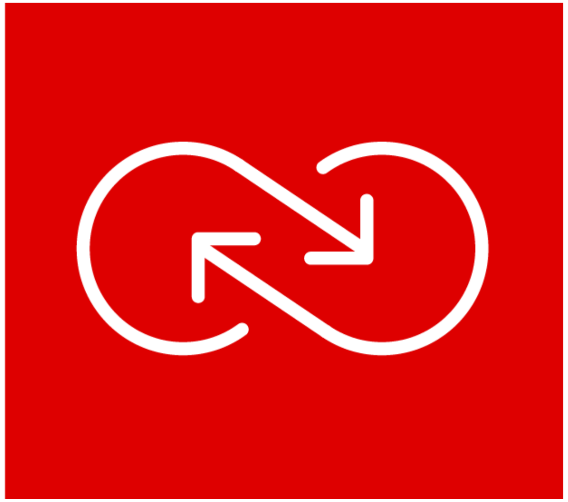
3



Enhanced scale and capability to drive growth and profitability

Accelerates digital and technology transformation

Position the business to deliver significant financial benefits



Compelling synergy opportunity

Strategic Priorities

Reinforce our commitment to our people, our planet, & our communities

4

Build, develop, and retain world-class talent

Shape an inclusive and diverse ecosystem

Elevate Our Better World Commitment

MillerKnoll

Strategic Priorities

Shared focus on sustainability and social good

HermanMiller

Sustainability

2020 50 Best ESG Companies
Investor's Business Daily

2020 Platinum CSR Rating
EcoVadis

Over 27,000 tons of products diverted from landfills since 2009
Through rePurpose program

Wellness

WELL Portfolio and WELL Health-Safety Rating
First furniture company to register

Inclusivity & Diversity

CEO Action for Inclusion & Diversity Pledge
Signed by Andi Owen, CEO; named four fellows to CEO Action for Racial Equity Fellowship

2020 Best Companies for Dads
Working Mothers Magazine

Thirteen Consecutive Perfect Scores
Human Rights Campaign Foundation's Corporate Equality Index

Community Impact: Herman Miller Cares

COVID Response
Over 170,000 masks, gowns and face shields provided to front line workers

Knoll

Sustainability

Environment, Social and Governance Commitments
Sustainability Report prepared in accordance with Global Reporting Initiative (GRI) Standards—Core Option

Conduct & Culture

Knoll Diversity & Inclusion Council
Mission to create and maintain culture of acceptance, empowerment and equitable learning and working environments

Board of Directors
Committed to maintaining at least 30% diversity by both gender and race

Community Impact

Knoll Diversity Advancement Design Scholarships for Black Students
Help develop the next generation of design professionals

Habitat for Humanity Partnership
Expands commitment to good design and sustainable building practices

World Monuments Fund: Knoll Modernism Prize
Founding sponsor of Modernism at Risk Program, which enhances awareness of the role that Modernism plays in the built environment

FINANCIAL PERFORMANCE

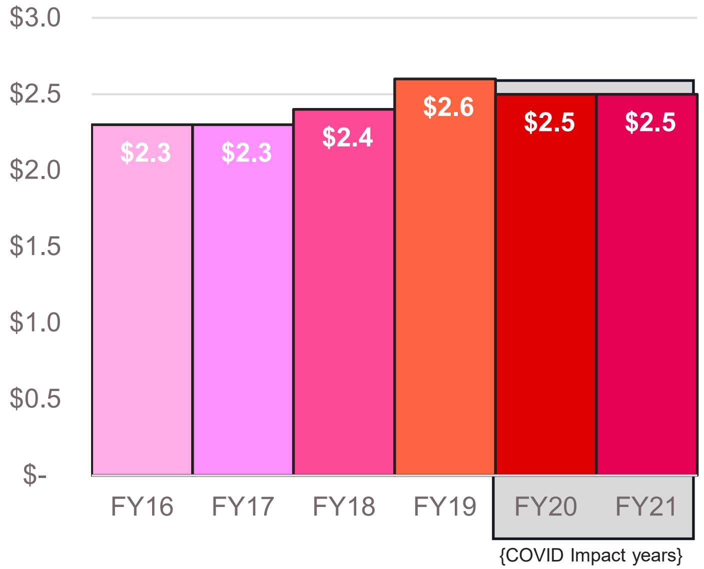
Financial Performance

Strong track record of financial performance

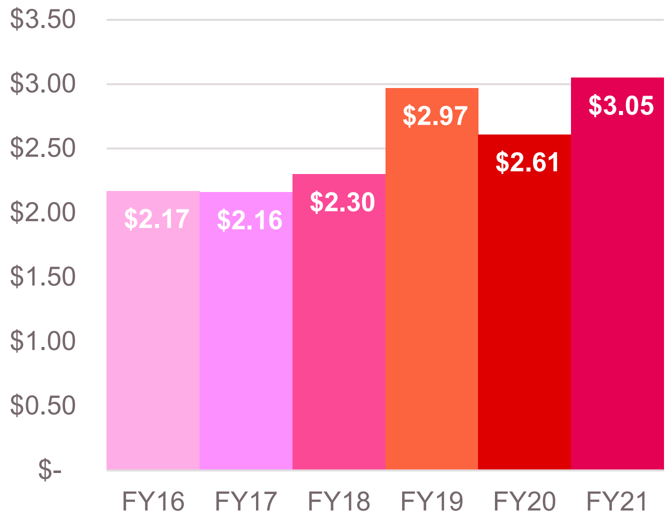
5 yr. Compound annual organic revenue growth rate of 2%
Robust EPS and free cash flow generation over past 5 years

Revenue

($ BILLIONS)

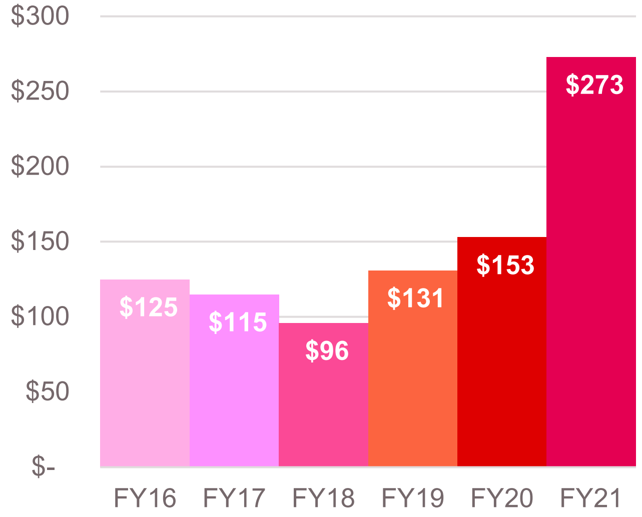


Adjusted EPS



Free Cash Flow[2]

($ MILLIONS)



[2]Cash flow from operations less capital expenditures

FY21 Proforma Revenue[1]

$3.6B

FY21 Proforma EBITDA

$447

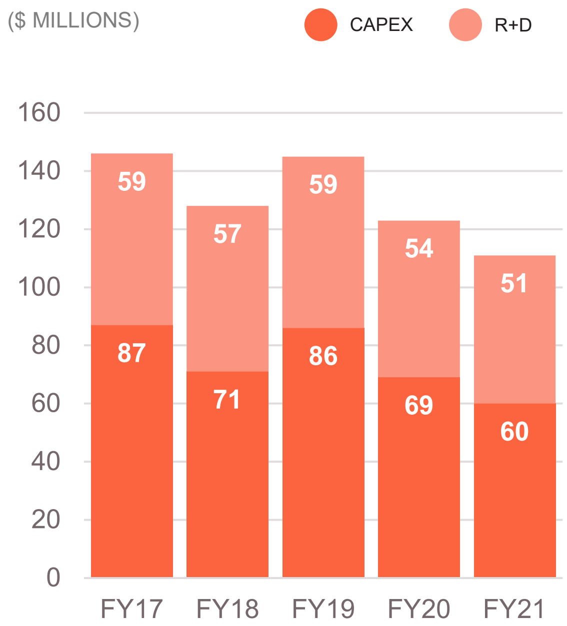
[1]FY21 Pro-Forma Revenue and Proforma Adjusted EBITDA represent fiscal year 2021 reported revenue for Herman Miller, combined with pro-forma fiscal year 2021 Knoll revenue as reported on the Form S-4 filed on May 24, 2021.

Note: See appendix for reconciliation of non-GAAP measures

Financial Performance

Disciplined capital allocation approach focused on value creation

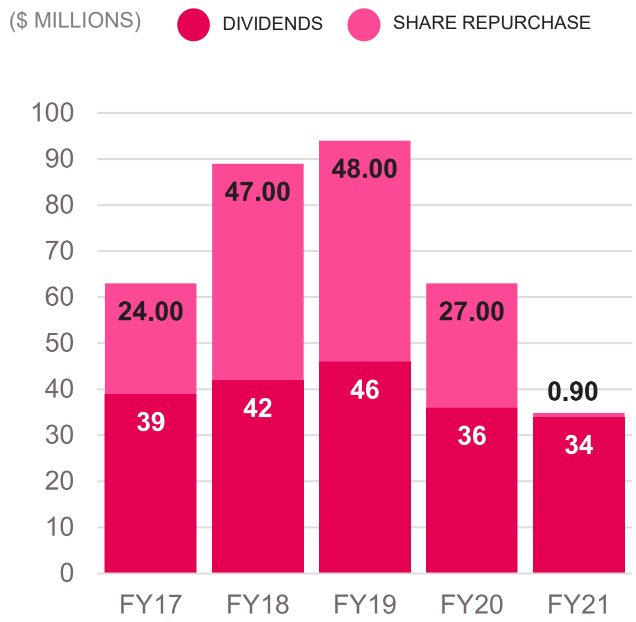
1. Support Growth | 2. Targeted M&A | 3. Strong & Flexible Balance Sheet | 4. Capital Returns to Shareholders



Investments in M&A, including the following acquisitions in the past 5 years:

- Knoll
- HAY
- naughtone
- Maars Living Walls

	Q1 FY22
Cash	$235M
Long-term Debt	$1,298M
Net Debt to EBITDA Ratio	2.3x
Revolver Avail.	$395M



Average annual adjusted return on invested capital of **21%** over past 5 years

MillerKnoll

Financial Performance

Focused acquisition and partnership strategy

	FY10	FY10	FY12	FY13	FY15	FY16/FY20	FY19	FY19/FY20	FY21
Strategic Rationale	colebrook bosson saunders	Nemschoff	POSH	maharam	DESIGN WITHIN REACH	naughtone	maars LIVING WALLS®	HAY	Knoll
Audience		✓			✓			✓	✓
Channel			✓	✓	✓				✓
Geography			✓			✓	✓	✓	✓
Product	✓	✓	✓	✓	✓	✓	✓	✓	✓

Financial Performance

Our compelling story

Distinct capabilities

Clear strategic priorities

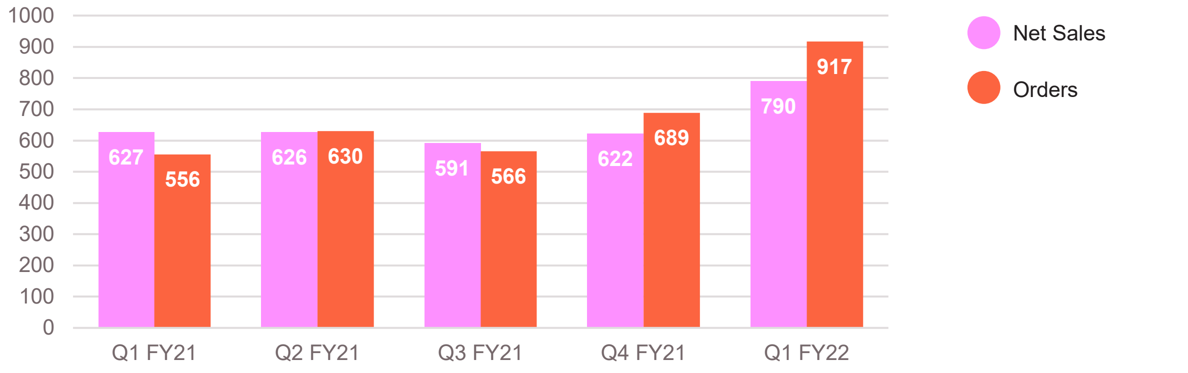
Strong track record of financial performance and compelling outlook

RECENT QUARTERLY FINANCIAL TRENDS

Recent Quarterly Financial Trends

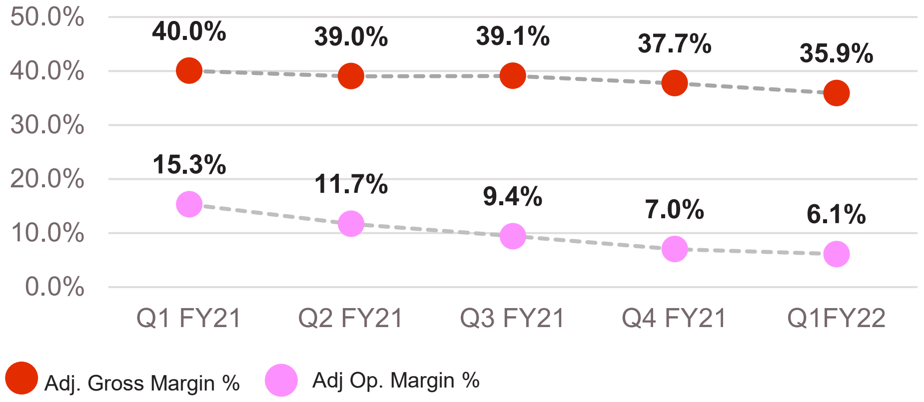
Quarterly Net Sales + Orders

($ MILLIONS)



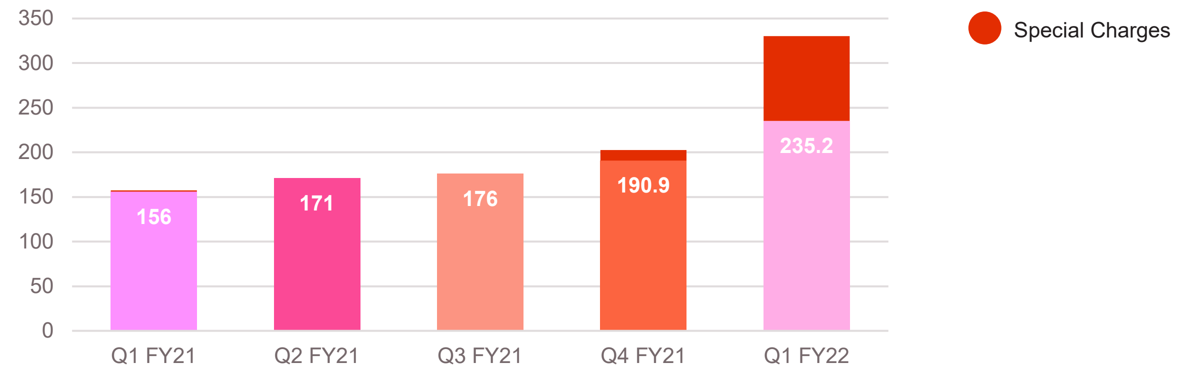
Adj. Gross Margin and Adjusted Operating Margin

(% NET SALES)



Quarterly Operating Expenses

($ MILLIONS)



Reported Q1 FY22 net sales increased 26% and orders increased 65% from the prior year. On an organic basis, sales increased 0.4% and orders increased 35%.

Adjusted gross margin in Q1 FY22 reflected a 410-basis point decrease over prior year primarily due to higher commodity costs and other inflationary pressures.

Earnings (Loss) per share in Q1 FY22 totaled ($0.93) per share on a reported basis and $0.49 on an adjusted basis, compared to $1.24 per share last year on a reported basis and adjusted basis.

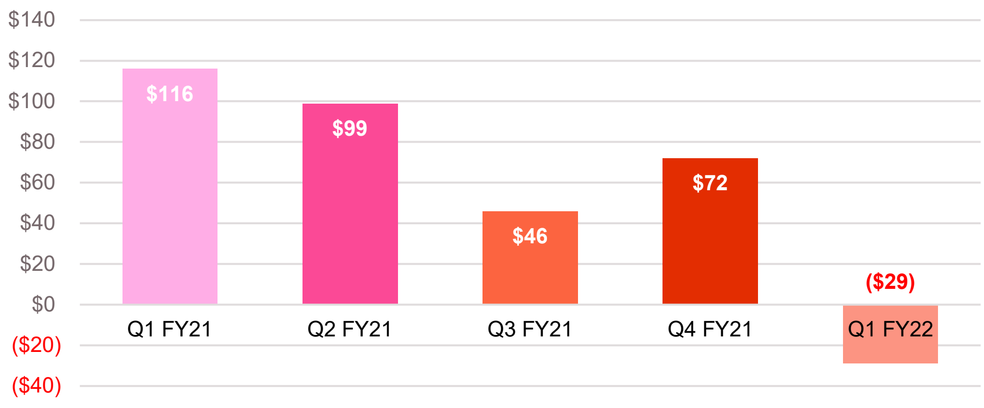
Note: See appendix for reconciliation of non-GAAP measures

MillerKnoll

Recent Quarterly Financial Trends

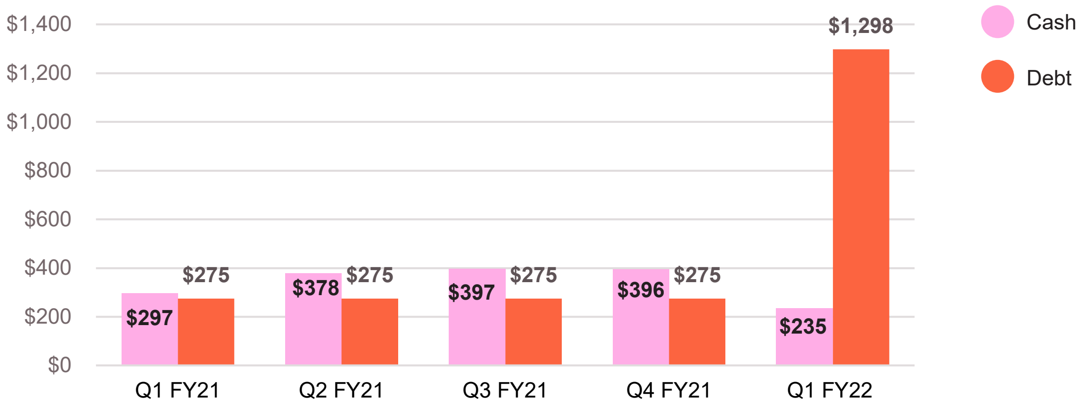
Quarterly Cash Flow from Operations

($ MILLIONS)



Quarterly Net Debt

($ MILLIONS)



Net Debt to EBIDTA Ratio (Q1 FY22)

2.3x

(1) See appendix for reconciliation of non-GAAP measures

MillerKnoll

Recent Quarterly Financial Trends

Guidance as provided in earnings press release dated September 29, 2021:

	Q2 Fiscal 2022
Revenue	$1,025 to $1,065 million
Gross Margin %	35.6% to 36.6%
Adjusted Operating Expenses	$305 to $311 million
Effective Tax Rate	23% to 25%
Adjusted Earnings Per Share, Diluted[1]	$0.55 to $0.61

[1]Note: adjusted EPS excludes purchase accounting amortization

Note: See appendix for reconciliation of non-GAAP measures

APPENDIX

Americas Contract
Overview

Description: Furniture product design, manufacture and sale for office, healthcare, and education customers throughout the United States, Canada and Latin America. The Americas Contract brand portfolio includes the Herman Miller, Geiger, Maharam, HAY, naughtone and Nemschoff brands.

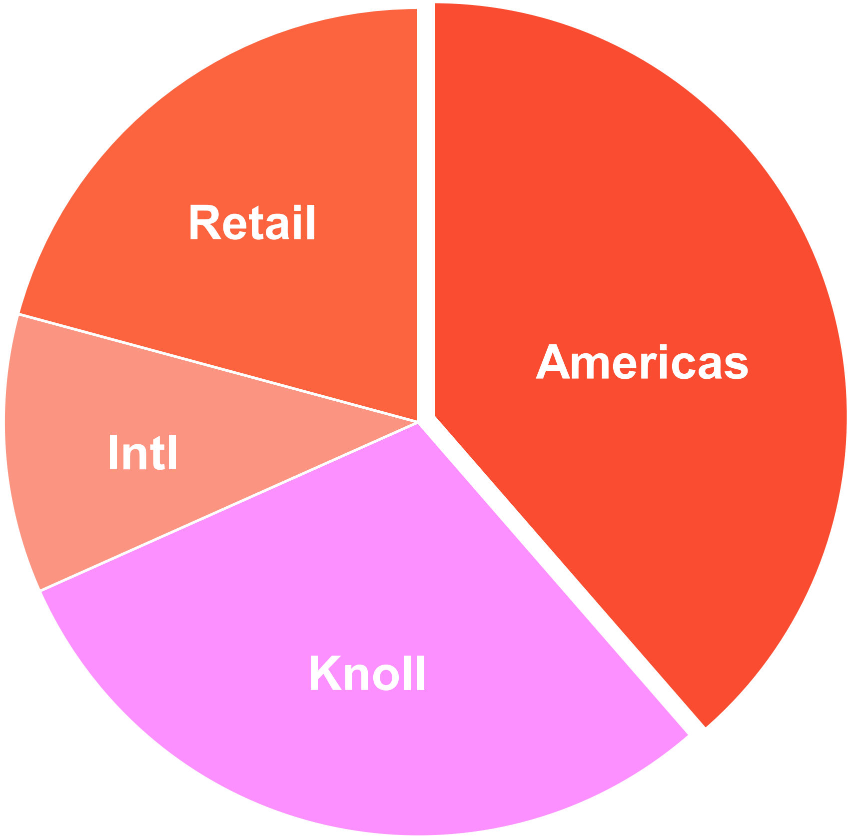
FY21 Percent of Consolidated Revenues

Americas 36%

Knoll 32%

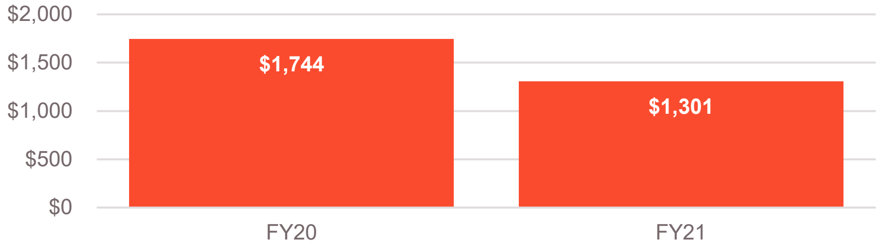
Retail 21%

International 11%

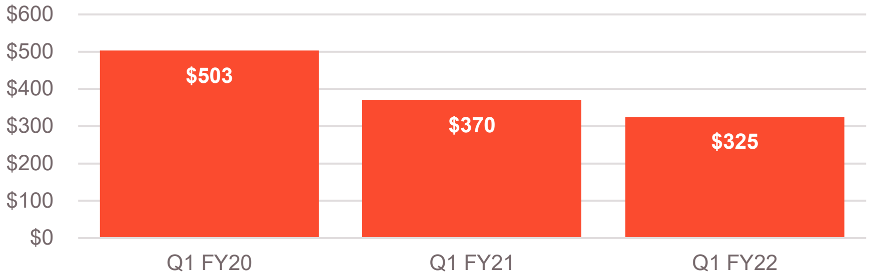


Revenue Trend
($ millions)

Annual Trends



Quarterly Trends



FY21 Adj. Operating Margin	Q1 FY22 Adj. Operating Margin
7.4%	3.5%

Note: See appendix for reconciliation of non-GAAP measures

MillerKnoll

Global Retail
Overview

Description: Sale of modern design furnishings and accessories in North America through multiple channels, including eCommerce storefronts, direct mailing catalogs and independent retailers. Retail brands include Design Within Reach, HAY and Herman Miller

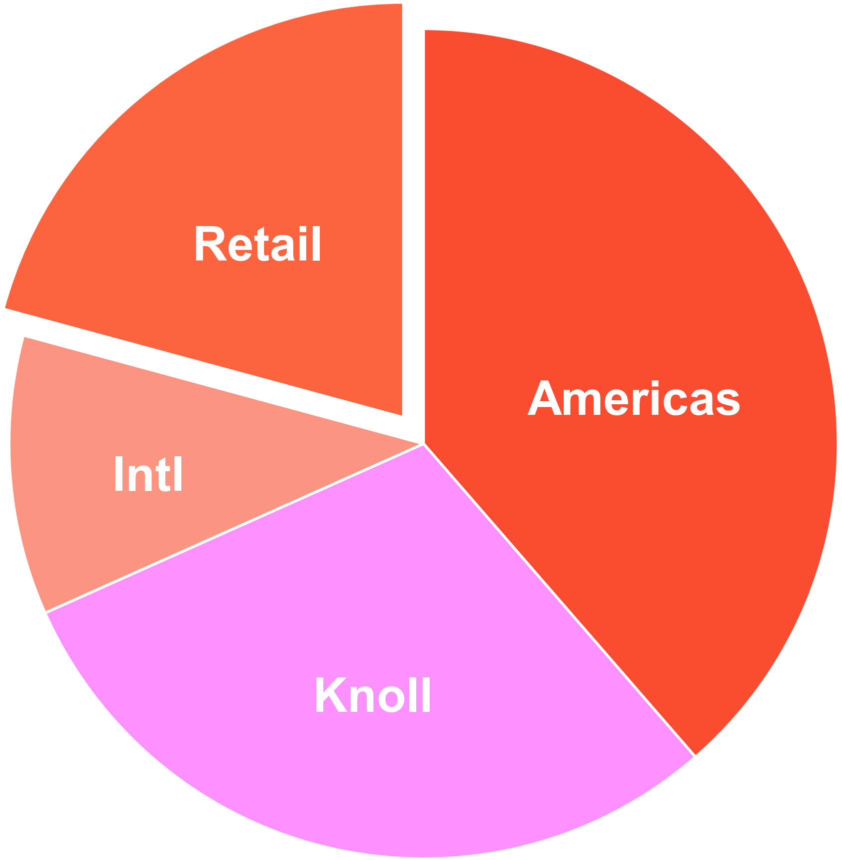
FY21 Percent of Consolidated Revenues

Americas 36%

Knoll 32%

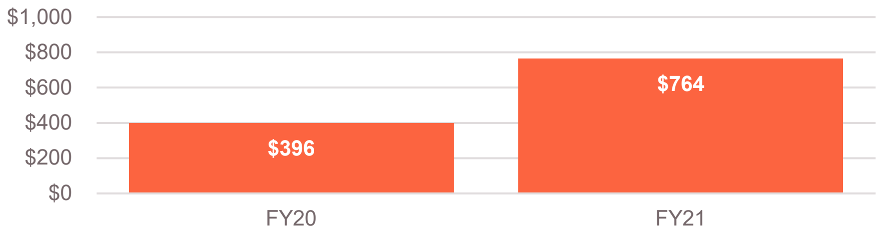
Retail 21%

International 11%

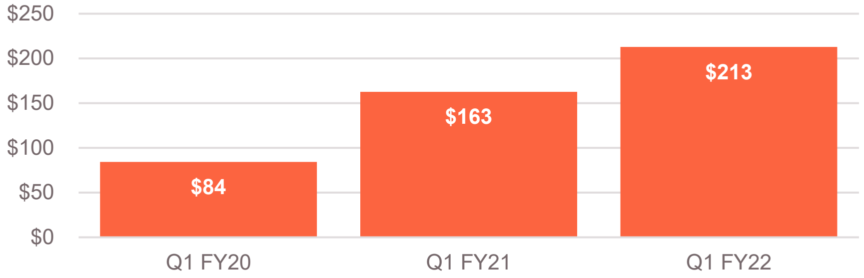


Revenue Trend
($ millions)

Annual Trends



Quarterly Trends



FY21 Adj. Operating Margin	Q1 FY22 Adj. Operating Margin
18.7%	13.1%

Note: See appendix for reconciliation of non-GAAP measures

MillerKnoll

International Contract Overview

Description: Design, manufacture and sale of furniture products primarily for office settings in EMEA (49% of sales in FY21) and Asia-Pacific (51% of sales in FY21)

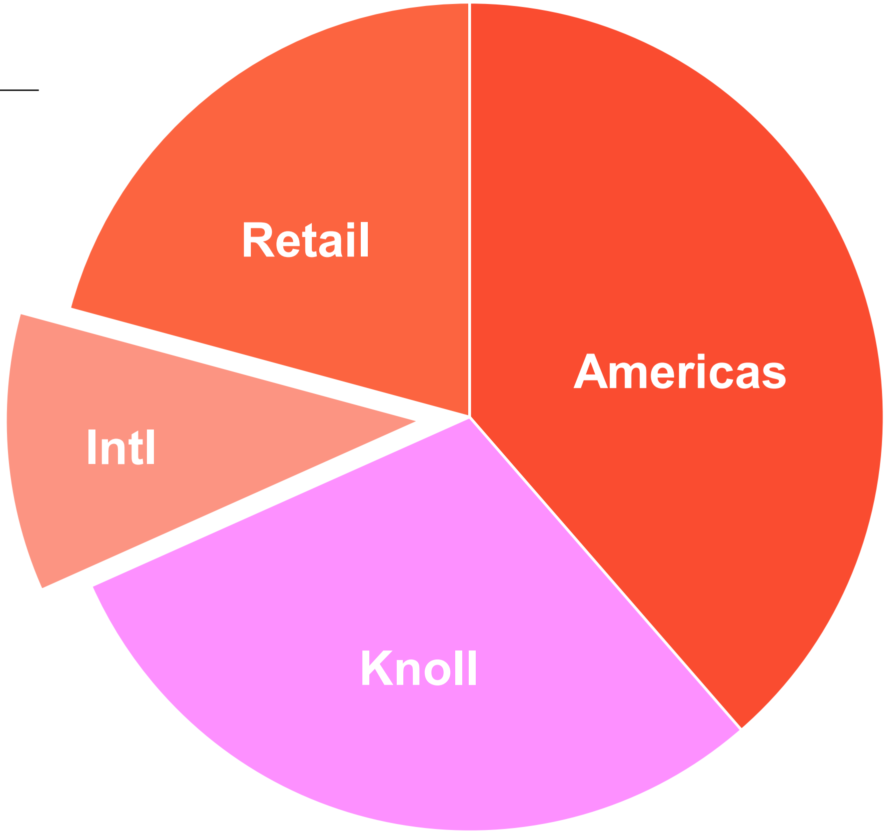
FY21 Percent of Consolidated Revenues

Americas 36%

Knoll 32%

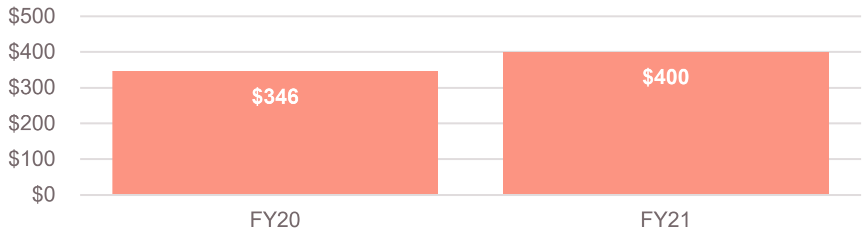
Retail 21%

International 11%

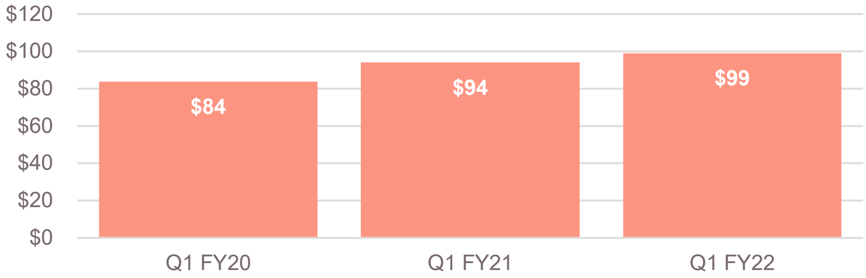


Revenue Trend
($ millions)

Annual Trends



Quarterly Trends



FY21 Adj. Operating Margin	Q1 FY22 Adj. Operating Margin
12.1%	11.4%

Note: See appendix for reconciliation of non-GAAP measures

Knoll
Overview

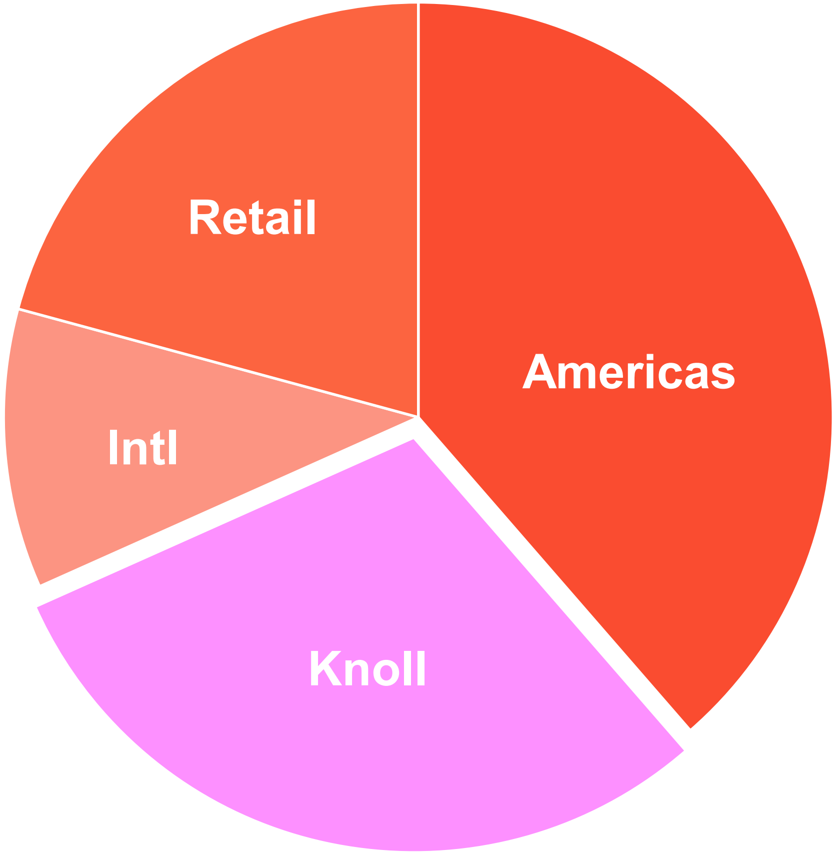
FY21 Percent of Consolidated Revenues

Americas 36%

Knoll 32%

Retail 21%

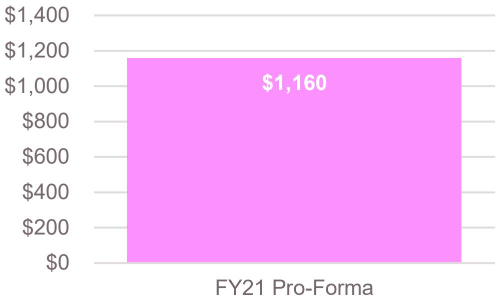
International 11%



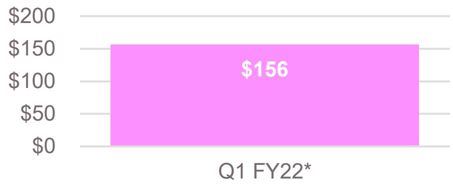
Description: Knoll, Inc. (acquired in Q1 FY22) is a constellation of design-driven brands with a portfolio of products that include furniture, textiles, leathers, accessories, and architectural and acoustical elements. Our brands — Knoll Office, KnollStudio, KnollTextiles, KnollExtra, Spinneybeck | FilzFelt, Edelman Leather, HOLLY HUNT, DatesWeiser, Muuto, and Fully — reflect our commitment to modern design that meets the diverse requirements of high-performance workplaces and luxury interiors.

Revenue Trend
($ millions)

Annual



Quarterly



Q1 FY22 Adj. Operating Margin

5.3%

* Q1 FY22 revenue represents sales from the Knoll acquisition date of July 19th, 2021, to quarter end.

Note: See appendix for reconciliation of non-GAAP measures

Appendix
Reconciliation of non-gaap measures

This presentation contains certain non-GAAP financial measures. Each of these financial measures is calculated by excluding items the Company believes are not indicative of its ongoing operating performance. The Company presents these non-GAAP financial measures because it considers them to be important supplemental indicators of financial performance and believes them to be useful in analyzing ongoing results from operations.

These non-GAAP financial measures are not measures of financial performance under GAAP and should not be considered alternatives to GAAP. Non-GAAP financial measures have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of the Company's results as reported under GAAP. In addition, you should be aware that in the future the Company may incur expenses similar to the adjustments presented.

Organic Sales Growth (Decline) by Segment

($ MILLIONS); (UNAUDITED)

	Americas Contract		International Contract		Global Retail		Total	
	FY20	FY21	FY20	FY21	FY20	FY21	FY20	FY21
Net Sales, as reported	$1,744.3	$1,301.3	$345.9	$399.5	$396.4	$764.3	$2,486.6	$2,465.1
Adjustments								
Cumulative foreign exchange		(2.2)		(13.0)		(6.5)		(21.8)
Acquisition—base year	(11.7)	(10.6)	(34.5)	(29.0)	(46.4)	(58.3)	(92.6)	(97.9)
Net Sales, organic	$1,732.6	$1,288.5	$311.4	$357.5	$350.0	$699.5	$2,394.0	$2,345.4
Compound Annual Growth Rate, as reported		(25.4)%		15.5%		92.8%		(0.9%)
Compound Annual Growth Rate, organic		(26.1)%		3.4%		76.5%		(5.7%)

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Adjusted Operating Margin by Segment

($ MILLIONS); (UNAUDITED)

FY21	Consolidated	Americas Contract	International Contract	Global Retail	Corporate
Operating Earnings/(Loss)	$230.6	$91.7	$48.5	$143.0	$(52.6)
Add: Restructuring/Impairment Expenses	2.7	3.8	(1.1)	–	–
Add: Special Charges	1.1	0.3	0.8	–	–
Add: Acquisition and Integration Charges	11.0	–	–	–	11.0
Adjusted Operating Earnings	$245.4	$95.8	$48.2	$143.0	$41.6
Net Sales	$2,465.1	$1,301.3	$399.0	$764.3.1	–
Adjusted Operating Margin	10%	7.4%	12.1%	18.7%	–

Q1 FY22	Consolidated	Americas Contract	International Contract	Global Retail	Knoll	Corporate	Intersegment eliminations
Operating Earnings / (Loss)	$(52.8)	$10.5	$11.3	$27.8	$(53.6)	$(48.8)	
Add: Amortization of purchased intangibles	32.5	–	–	–	32.5	–	
Add: Acquisition and Integration Charges	68.9	1.0	–	–	29.4	38.5	
Adjusted Operating Earnings /(Loss)	$48.6	$11.5	$11.3	$27.8	$8.3	$(10.3)	
Net Sales	$789.7	$325.3	$99.0	$212.6	$156.4	$(3.6)	
Adjusted Operating Margin	6.2%	3.5%	11.4%	13.1%	5.3%	–	

Adjusted Earnings per Share

($ MILLIONS, EXCEPT FOR PER SHARE AMOUNTS); (UNAUDITED)

	FY19	FY20	FY21
Earnings/(Loss) Per Share—Diluted	$2.70	$(0.15)	$2.92
Add: Acquisition-related Adjustments	–	$(0.63)	$0.15
Add: Special Charges	$0.18	$0.15	$0.02
Add: Restructuring/Impairment Expenses	$0.13	$3.24	$0.02
Add: HAY Inventory Step-up	$0.01	–	–
Less: Tax Impact	$(0.02)	–	–
Less: Non-recurring Gain	–	–	$(0.06)
Less: Investment Fair Value Adjustment	$(0.03)	–	–
Adjusted Earnings Per Share—Diluted	$2.97	$2.61	$3.05

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Adjusted Earnings per Share

($ MILLIONS, EXCEPT FOR PER SHARE AMOUNTS); (UNAUDITED)

	Q1 FY22	Q1 FY21
Earnings Per Share—Diluted	($0.93)	$1.24
Add: Special charges, after tax	-	$0.01
Add: Impairment charges, after tax	-	-
Add: Amortization of purchased intangibles, after tax	$0.37	-
Add: Acquisition and integration charges, after tax	$0.90	-
Add: Debt extinguishment, after tax	$0.15	-
Add: Restructuring expenses, after tax	-	($0.01)
Adjusted Earnings Per Share—Diluted	$0.49	$1.24
Weighted Average Shares Outstanding (to Calculate Adjusted Earnings per Share) – Diluted	66,302,214	58,964,268

Note: The adjustments above are net of tax. For the three months ended August 28, 2021, the tax impact of the adjustments was $0.30. For the three months ended August 29, 2020, the tax impact of the adjustments was immaterial.

Adjusted Gross Margin

($ MILLIONS); (UNAUDITED)

Adjusted Gross Margin	Q1 FY22	Q4 FY21	Q3 FY21	Q2 FY21	Q1 FY21
Net Sales	$790	$621.5	$590.5	$626.3	$626.8
Gross Profit (GAAP)	277.5	224.0	230.9	244.2	250.0
Gross Margin (% of sales)	35.1%	36.0%	39.1%	39.0%	39.9%
Amortization of Purchased Intangibles	6.3	-	-	-	-
Special Charges	-	10.4	-	-	1.0
Adj. Gross Profit (non-GAAP)	$283.8	$234.4	$230.9	$244.2	$251.0
Adj. Gross Margin (% of sales)	35.9%	37.7%	39.1%	39.0%	40.0%

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Adjusted Operating Earnings

($ MILLIONS); (UNAUDITED)

Adjusted Operating Earnings	Q1 FY22	Q4 FY21	Q3 FY21	Q2 FY21	Q1 FY21
Net Sales	$790	$621.5	$590.5	$626.3	$626.8
Operating Earnings/(Loss) (GAAP)	(52.8)	9.2	55.1	71.0	95.4
Operating Margin (% of sales)	(6.7%)	1.5%	9.3%	11.3%	15.2%
Add: Special Charges	-	22.1*	0	(.2)	1.4
Add: Restructuring and Impairment Expenses	-	1.2	.3	2.4	(1.2)
Add: Acquisition and Integration Charges	95.1	11.0	-	-	-
Adj. Operating Earnings (non-GAAP)	48.6	$43.5	$55.4	$73.2	$95.6
Adj. Operating Margin (% of sales)	6.1%	7.0%	9.4%	11.7%	15.3%

* Special Charges are an adjusting item for Q4 FY21, but not for full year FY21.

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Adjusted EBITDA and Adjusted EBITDA Ratios

($ MILLIONS); (UNAUDITED)

	Q1 FY22
Earnings Before Income Taxes (EBT)	(70.7)
Add: Depreciation	23.5
Add: Amortization	10.0
Add: Interest	5.6
Add: Other Adjustments (1)1	114.8
Adjusted EBITDA—Bank	83.2
Total Cash	$235
Total Debt, End of Trailing Period (includes outstanding LC's)	$1,400
Rolling 4-Quarter Net-Debt-to-Adj. EBITDA	2.3x

[1] "Other Adjustments" include, as applicable in the period, charges associated with business restructuring actions, impairment expenses, non-cash stock-based compensation, and other items as described in lending agreements.

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