

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

VOTE BY INTERNET

Before The Meeting - Go to www.proxyvote.com

Use the Internet to submit your voting instructions and for electronic delivery of information up until 11:59 P.M. Eastern Time the day before the Meeting date. 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/MLHR2021

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 the day before the Meeting date. 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 Herman Miller, Inc., c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717.

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

D58866-P60645

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

THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.

HERMAN MILLER, INC.

Vote on Directors

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

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.

- Director Vote
 TO ELECT ONE DIRECTOR TO SERVE A TWO YEAR TERM EXPIRING IN 2023
 01) Michael R. Smith

 TO ELECT FOUR DIRECTORS, EACH TO SERVE A THREE YEAR TERM EXPIRING IN 2024
 02) David A. Brandon
 03) Douglas D. French
 04) John R. Hoke III
 05) Heidi J. Manheimer

- Proposal to ratify the appointment of KPMG LLP as our independent registered public accounting firm.
- Proposal to approve, on an advisory basis, the compensation paid to the Company's named executive officers.

For Against Abstain

Vote on Proposals

The Board of Directors recommends a vote FOR the proposals.

For Against Abstain

- Proposal to approve the Amendment to our Articles of Incorporation.

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, and 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.

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HERMAN MILLER, 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 undersigned's shares of Herman Miller, Inc. Common Stock (Common Stock) at the Annual Meeting of Shareholders to be held on Monday, October 11, 2021 at 10:30 a.m. ET at www.virtualshareholdermeeting.com/MLHR2021, and any adjournments or postponements thereof, upon all subjects that may properly come before the meeting, including the matters described in the proxy statement furnished herewith, subject to any directions indicated on the reverse side of this card.

Continued and to be signed on reverse side