

MillerKnoll

Dear Customers,

Today, Herman Miller announced that it has completed its acquisition of Knoll and introduced MillerKnoll, a collective of dynamic brands that comes together to design the world we live in. The name is simple—a merging of our networks, values, and strengths. Going forward, all brands from Herman Miller and Knoll will be members of MillerKnoll.

This is truly a historic moment, a new beginning in our storied history. MillerKnoll is now one of the largest design companies powering some of the world's most influential brands. Our industry—and the world in general—is changing rapidly. In coming together as MillerKnoll, we will define and lead this transformation, like we have other transformations throughout our histories. Together, we are even better suited to anticipate and shape the future through problem-solving design.

MillerKnoll will be led by President and CEO Andi Owen, with global functional teams that serve the entire enterprise. MillerKnoll's organizational structure will ensure strong brand ownership to preserve and nurture the essence of the brands within our portfolio. A press release with more details was issued and can be found [here](#).

When we first announced our plans to bring Herman Miller and Knoll together, we expected the transaction would be finalized late in the third quarter. Thanks to US antitrust clearance, the diligent work of Herman Miller and Knoll integration teams, and the inevitability of this partnership, the transaction passed all government regulations and was approved by Herman Miller and Knoll shareholders on July 13, 2021. Given the accelerated timeline, there are still many decisions to be made. We will continue to be thoughtful in our planning approach and will communicate new information as we have it. Since we began discussions more than a year ago, we've known that seamlessly bringing together our talented people and exceptional portfolios will be the key to our success as a combined company.

While Herman Miller and Knoll will operate as independent brands, there are many beneficial integration points. We expect those areas of integration will take months to finalize, and, meanwhile, we will operate as "business as usual." Through this integration period and beyond, we will continue to deliver the same high-quality products and design solutions that you have come to rely on.

Our customers will benefit from a broader combined portfolio that will deliver beauty, joy, efficiency, and utility. MillerKnoll will provide a deep offering of brands, technology, talent, and innovation to create meaningful growth opportunities for our customers, employees, shareholders, and other stakeholders.

At this time, your contacts will remain the same, all contracts will continue in the normal course, and this transition will not change how we operate on a day-to-day basis. Any changes will be communicated to you in advance, consistent with our usual practice. As we go along, please don't hesitate to reach out to me with any questions you may have.

We appreciate your continue partnership and look forward to continuing to work together in the future.

22 July 2021.

Sincerely,

Kartik Shethia
President, International Contract at MillerKnoll