



HermanMiller



CONTENTS

Our Story

Heritage	4
Things That Matter To Us	8
Our Business Today	10
A Global Approach	12

Design Approach

Design Tenets	16
Designers	18
A Human Touch	20
Materials	22

Operational Excellence

Herman Miller Performance System	26
Testing & Warranty	28
Cradle-to-Cradle	28
Environmental Responsibility	30

People-Centered Approach

Sit-Stand-Move-Repeat	34
Living Office	36

Products

Performance Seating	40
Systems Furniture	42
Storage	44
Collaborative	46
Herman Miller Collection	48
Subsidiaries and Alliance Partners	50

Our Customers

Our Route to Market	54
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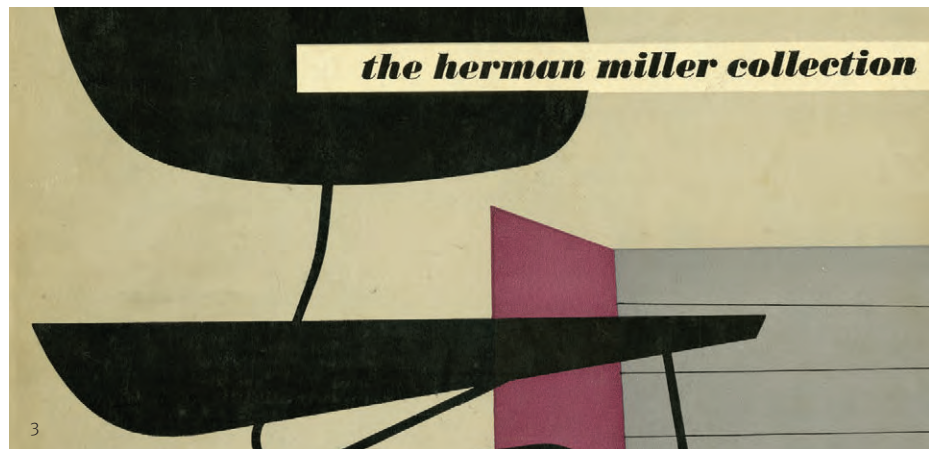
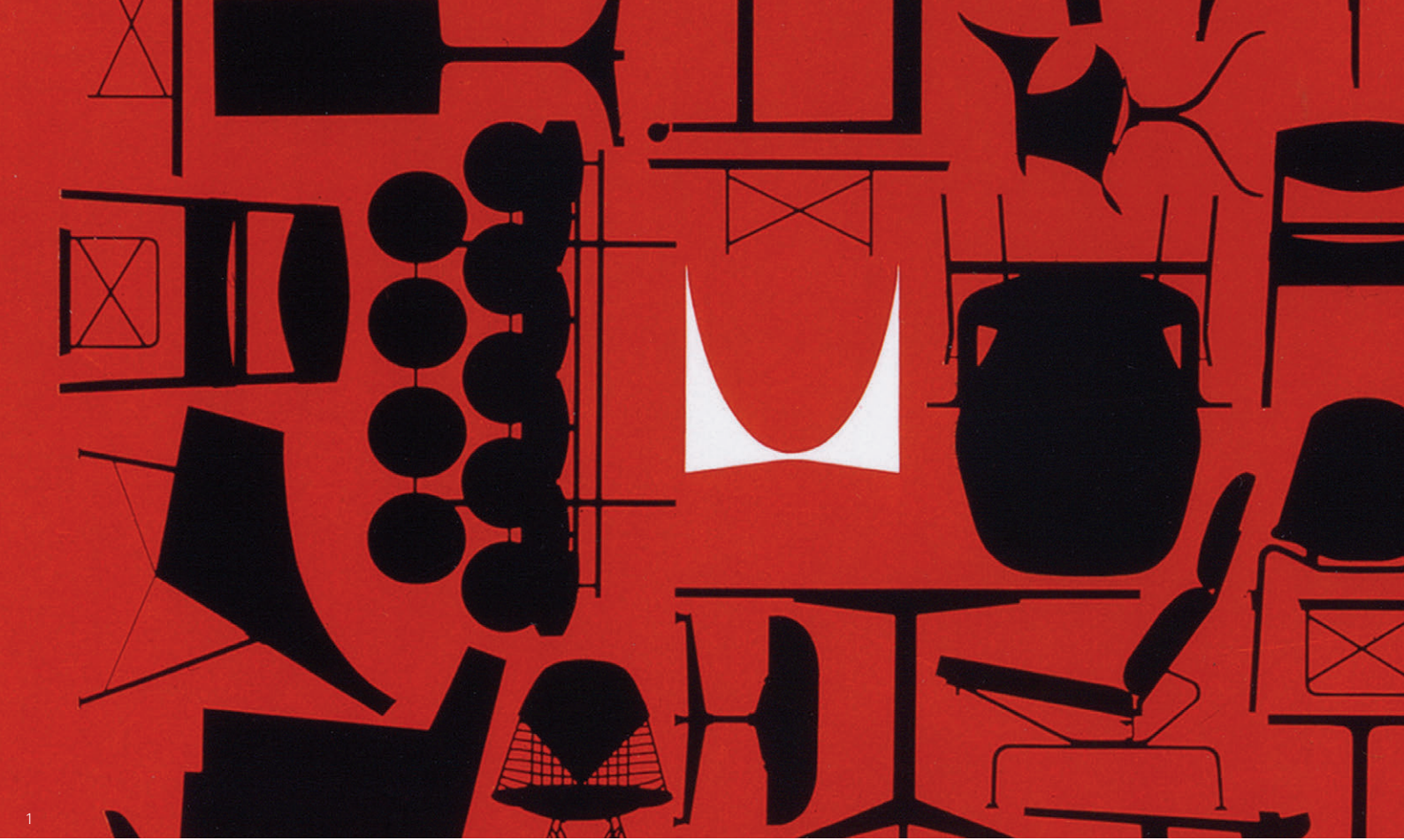


From left to right: Robert Propst, Alexander Girard, George Nelson, D.J. De Pree, Ray Eames and Charles Eames.



OUR STORY

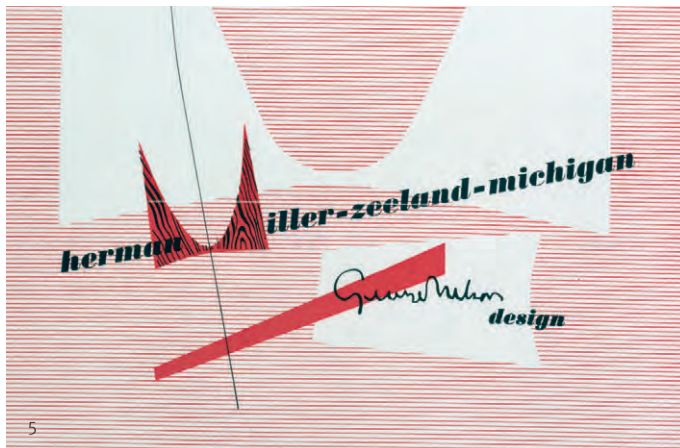
Herman Miller is a 100-year-old-plus company that places great importance on design, the environment, community service and the health and well-being of our customers and our employees. We work with leading designers to create products that help companies perform better.



1. Poster designed by Don Ervin, 1961 2. Herman Miller Design Director George Nelson 3. Front cover of 1948 Herman Miller Collection catalogue



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Heritage

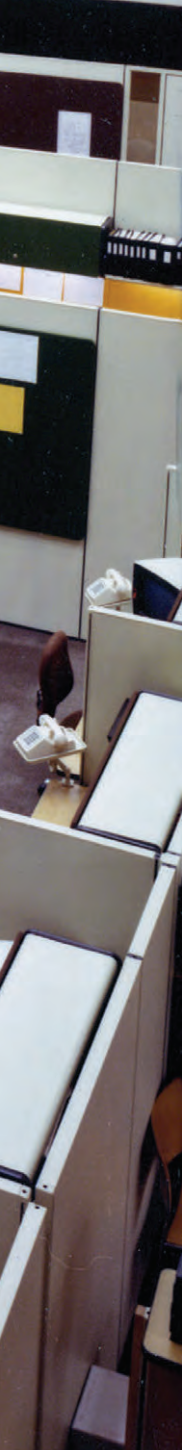
Herman Miller began as the Star Furniture Company in Zeeland, Michigan in 1905.

In 1923 employed clerk D.J. De Pree convinced his father-in-law whose name was Herman Miller, to purchase the majority of the shares in the company. De Pree decided to name the company after his father-in-law—and Herman Miller was born as a company.

Initially only replica traditional wooden furniture was produced but from 1924, following the appointment of the designer Gilbert Rohde, a line of original modern furniture was introduced. In 1945 De Pree hired George Nelson as the company's first design director, and this started the tradition of working with leading designers including Charles and Ray Eames and Alexander Girard, which continues to the present day.




1. Action Office, 1968



In the 1960s, Herman Miller introduced the Action Office System, the world's first open-plan modular system of panels and attaching components. Designed by Robert Propst, Action Office revolutionised office design and spawned a whole new industry.

The launch of the Aeron task chair in 1994 marked a defining moment in the history of office seating. Aeron challenged practically every convention about office chairs – it wasn't upholstered, it contained no foam and had innovative materials that supported the human body in a new way.

Since then, Herman Miller has continued to work with designers to produce office furniture, task chairs and soft seating which put the user first.



Curiosity and Exploration

Two great strengths we take from our heritage of research-based design. We exercise them by taking risks and learning from our mistakes.

Design

Our method for solving problems. It involves asking, looking, thinking, daydreaming, discussing, tinkering, failing and trying again. It's messy, but it works.

A Better World

The opportunity to contribute to a better world makes our work meaningful and rewarding.

Performance

Not a choice. We perform at the highest level of our individual and collective capabilities, every day.

Relationships

With each other and with our customers, designers, dealers, suppliers and contractors. Good relationships are the basis of our networks around the world.

Transparency

We let each other see how decisions get made. We take responsibility for the decisions we make.

Engagement

Each of us actively participates in understanding problems and developing solutions. All of us work together to make a difference.

Inclusiveness

We respect all expressions of human talent and potential. We value the unique perspectives, qualities and contributions of every person in our community.

Foundations

The people, stories and experiences of our past give us a strong foundation for building our future.



**Inspiring designs to help
people do great things.**

Things That Matter To Us

At Herman Miller, we respect each other as we are and focus on who we will become. Our culture represents the collective attitudes, aspirations, ideas, and experiences of the people who work here.

When Brian Walker became CEO in 2005, he and his team restated Herman Miller corporate values and labelled them "Things that Matter To Us." These nine values sum up many long-standing beliefs and goals at Herman Miller and add a few new ones to reflect our increasingly diverse, global, and diversifying community.

We create inspirational workplaces for our customers, and do the same for our own people too.



1. PortalMill manufacturing facility, Melksham 2 & 3. International Headquarters, VillageGreen, Chippenham



Our Business Today

Herman Miller's first factory and offices outside North America were opened in Bath, UK, in 1970, in the former Bath Cabinet Makers Factory on the banks of the River Avon.

By 1975 it became clear that in order to expand the business, the company needed to move the manufacturing to larger premises. Prominent British architect Sir Nicholas Grimshaw was appointed to design WoodMill. In 1980, Grimshaw went on to design a logistics centre in Chippenham, known as BlueBuilding and these two buildings were eventually combined into one 170,000sq ft. custom-built facility, also designed by Sir Nicholas Grimshaw. Called PortalMill, it was opened in 2015 and houses the operations, research and development, operations and supply chain teams under one roof.

In 2006, Herman Miller's International Headquarters were opened at Methuen Park in Chippenham. Designed by leading architecture firm Gensler, VillageGreen is an environmentally innovative building which provides a dynamic and efficient work place for our employees, as well as a place to showcase the work we do.





1. Design Yard, Michigan

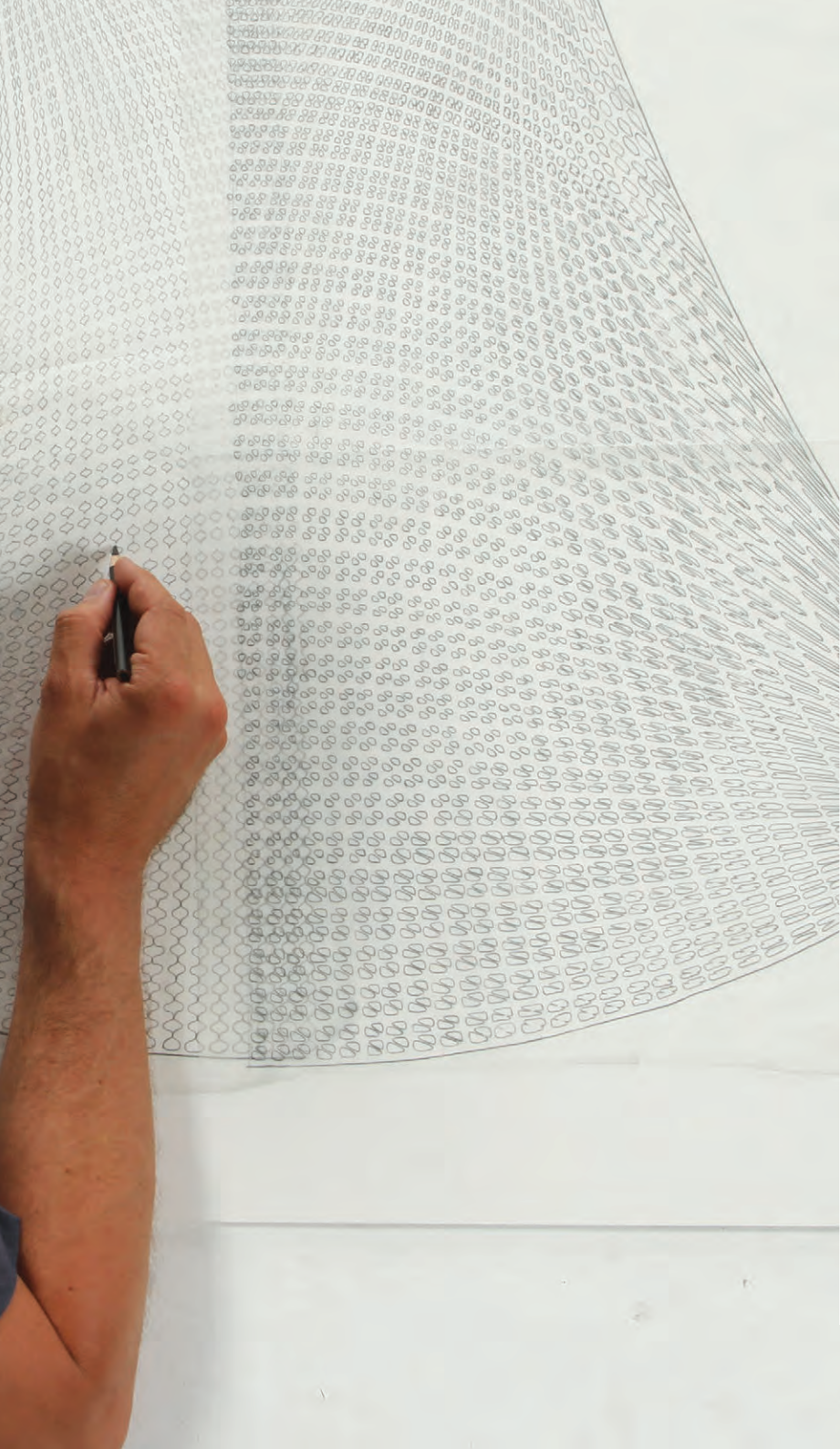


A Global Approach

VillageGreen and PortalMill in the UK are part of Herman Miller's global network which enables us to serve customers around the world. In addition to a significant presence in North America, including our global headquarters in Zeeland, Michigan, there are also showrooms in London, Dubai, Milan, Hong Kong, Tokyo, Sydney, Mexico City and São Paulo. Coupled with these spaces are manufacturing and assembly facilities in the USA, India, China, Brazil and Mexico.

With decades of experience operating on a global scale, we've learned to align our business with our customers' needs, ensuring we can serve customers in local markets efficiently and effectively. We operate an efficient, agile worldwide business by partnering with independent dealerships throughout the world, operating assembly facilities where they make sense, and investing in alliances to round out our worldwide product portfolio. The bottom line is that we are available anywhere in the world that our customers ask us to be.





DESIGN APPROACH

At Herman Miller, we believe there is a market for good design. It is what has compelled us to create inventive, design-driven solutions to life's everyday problems for over a century, and it continues to drive us in creating products that are as purposeful as they are beautiful.

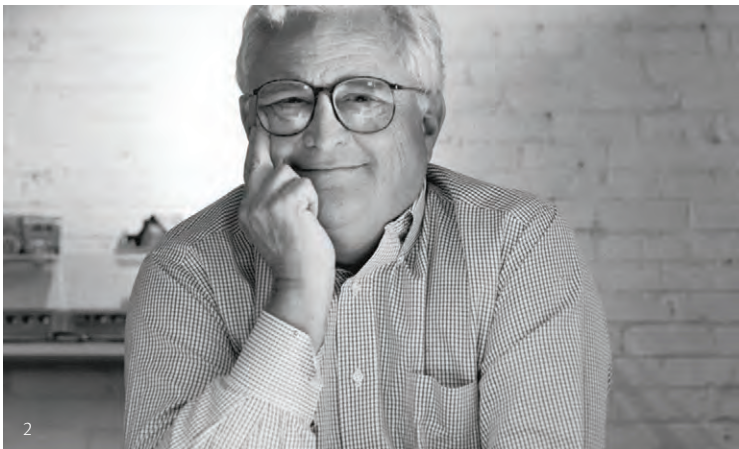
- 1. Human Centered**
We design for people
- 2. Purposeful**
Design solves a problem
- 3. Integrity**
Everything relates to the problem
- 4. Original**
We don't copy
- 5. Evident Quality**
The quality of our work is apparent
- 6. Sustainable**
Always protect the environment
- 7. Beautiful & Useful**
Do people want to own what we make?
- 8. Spirited**
Does it say "Herman Miller"?
- 9. Beyond Expectations**
Produce surprise and delight
- 10. Inevitable**
This is the way it has to be

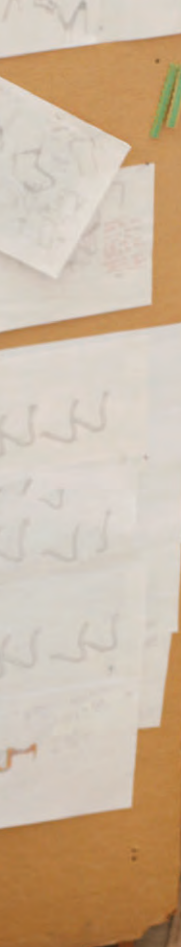


Design Tenets

Our design tenets guide everything we do. They help us remain focused on the things that matter, distinguish us among our peers, and result in designs that help people do great things.

“ We are strengthened by the participation of a group of designers who share Herman Miller’s particular attitudes.





Designers

George Nelson, Herman Miller's Design Director from 1945 to 1972, viewed design as a response to social change. As a company, we have a long history of working with like-minded designers, such as Charles and Ray Eames, Alexander Girard, Isamu Noguchi, Bill Stumpf and Don Chadwick.

Now, as then, we work with the world's leading designers to observe and understand people's behaviour and to meet the needs of an ever-changing society. More recent collaborations include Yves Behar (Sayl Chair), Studio 7.5 (Setu Chair and Mirra 2 Chair) and Sam Hecht and Kim Colin of Industrial Facility (Locale and Wireframe Sofa Group.)

These designers reaffirm Nelson's belief that we are "strengthened by the participation of a group of designers who share Herman Miller's particular attitudes."



1. Manufacturing desk tops



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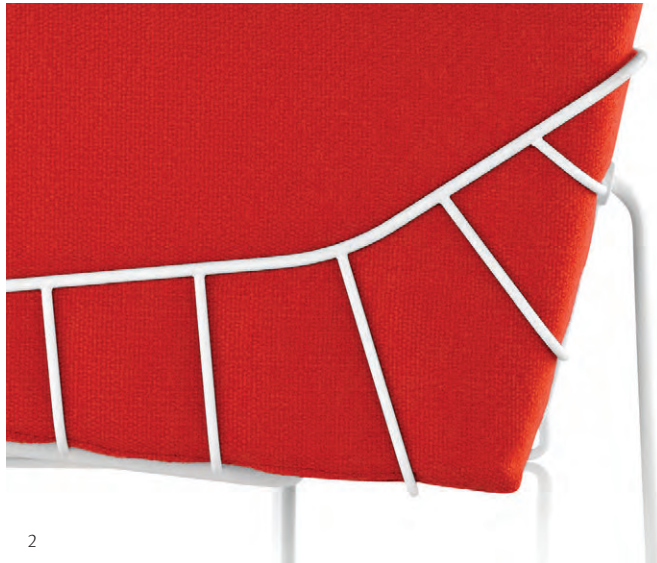


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A Human Touch

Our design is human-centred and so is our manufacturing; our shop floor workers are integral to the production and assembly process, carrying out tasks which can't be done solely by machine. The quality and value in our products come from the craftsmanship, thoughtfulness and individual human touch of the workers who assemble many pieces by hand—whether fitting the armrests on an Aeron chair as it moves down the production line, or guiding a worktop through the edge-bander.





Materials

Whether it is the Pellicle for your Aeron chair, the fabric on a Wireframe sofa or the wood veneer for an executive desk, we always carefully select and use materials that will deliver the quality that you would expect from a Herman Miller product.

Our materials are selected with the environment in mind – for example, all the wood used in our furniture production is sourced from FSC or PEFC sustainably managed forests; the majority of plastic used is polypropylene (PP) and polyethylene (PE), which are 100% recyclable; the leather hides sourced for our proprietary lines are a by-product of the food industry and we have eliminated harmful volatile organic compounds (VOCs) in our paints by switching to water-based products.





OPERATIONAL EXCELLENCE

Our business isn't just about outstanding solutions. It's about making people's lives better. We do this by keeping people at the heart of our business.



1. PortalMill, Melksham 2. Manufacturing desk tops, PortalMill 3. Seating assembly line, PortalMill



Herman Miller Performance System

For years we have dedicated ourselves to making spaces more inspiring to work in, with a long pedigree of design and innovation.

Whether you are a Herman Miller employee, dealer or customer, every design, production process or policy puts your interests first. We never rest in trying to achieve this, practising a system of continuous improvement. We call this the Herman Miller Performance System, or HMPS.

The roots of this system go back to the 1990s when Herman Miller needed to improve production lead times, reduce waste and improve efficiency, whilst never compromising on quality. In 1996 Herman Miller began its ongoing relationship with Toyota, who are renowned for their Production System which radically redefined and improved their manufacturing processes. The main underlying principle that came out of this was that we should never stop trying to better ourselves. This means making things better for people; our staff of course but also our dealers and customers.

HMPS can be seen in operation at our manufacturing and assembly facilities worldwide. Along with our custom-built facility in Melksham, Wiltshire, our operations in USA, Mexico, India, China and Brazil make up our global network.



The majority of our products are tested for 12 years' service, 24 hours a day, 7 days a week.



1. Mirra Chair component parts



2. Equa Chair on test rig

Testing and Warranty

Herman Miller aims to always supply goods and services that are of a consistently high quality and meet our customers' expectations. In fact, we are committed to not only meet, but exceed the standards required by ISO 9001:2008.

Cradle-to-Cradle

The cradle-to-cradle principle – that every product will continue to have a useful life even after it has been broken down into its constituent parts – is a demonstration of our enduring commitment to sustainability. Every material that enters one of our production processes is evaluated and assigned a colour code based on human and environmental concerns. Since 2004, this protocol has been applied to all our new products. Mirra 2, for example, is up to 93% recyclable and is made up of 46% recycled products.



1. PortalMill exterior



Environmental Responsibility

For any organisation, behaving responsibly towards the environment should be more than just a policy. At Herman Miller it's an attitude that permeates every part of our business. Now, more than ever, the buildings we work in, the designs and materials our products are made from and the people who make them have a vital role to play. Responsibility doesn't just end at the point of manufacture. Everyone in the supply chain must act with the environment in mind.

The environmental impact of Herman Miller's buildings is also an essential consideration. Over 50 years ago, our founder D.J. De Pree implemented a number of common sense practices that are now regarded as environmentally responsible. For example he placed windows in all company buildings to let in natural light and ventilation. Our manufacturing facilities are no exception – PortalMill, our newest facility in the UK has a shop floor which is light and airy and offices that overlook a communal outdoor space.







PEOPLE- CENTRED APPROACH

For over 50 years Herman Miller has been a leader in the research and development of products for the office—its design, its effect on people and organisational strategy.





Empowering Every Body

For over half a century, Herman Miller's human-centered approach to product design has ensured that our individual products support the user's well-being. Our products have been designed to promote dynamic working with the intuition to respond to your body and promote posture change throughout the working day. This approach to ergonomics is something we've been pioneering for a long time.

Designer George Nelson was one of the first to apply the science of ergonomics to office furniture. His L-shaped desk, featuring a lower return for typewriters was launched in 1948. Herman Miller was also then responsible for introducing ergonomics to the task seating market in 1976, through the introduction of the Ergon Chair, designed by Bill Stumpf.





Living Office

At Herman Miller, we have always worked with the world's leading thinkers and designers to apply a greater understanding of people – how we think, how we are motivated, and how we create and collaborate – to this new landscape of work. Our latest programme, called Living Office, acknowledges that in businesses around the world the workforce is changing.



Living Office helps people customise their methods and places of work and evolves continuously in response to change. It is based on what is fundamental to all humans and evolves continuously in response to change. By creating a better office environment, businesses benefit from a more engaged workforce. Increased connection between colleagues and a desire to be at work results in greater prosperity for all. With Living Office, there is a shift from standardised workplaces to diverse landscapes with settings designed to fulfil fundamental human needs and improve physical, social and cognitive experiences.



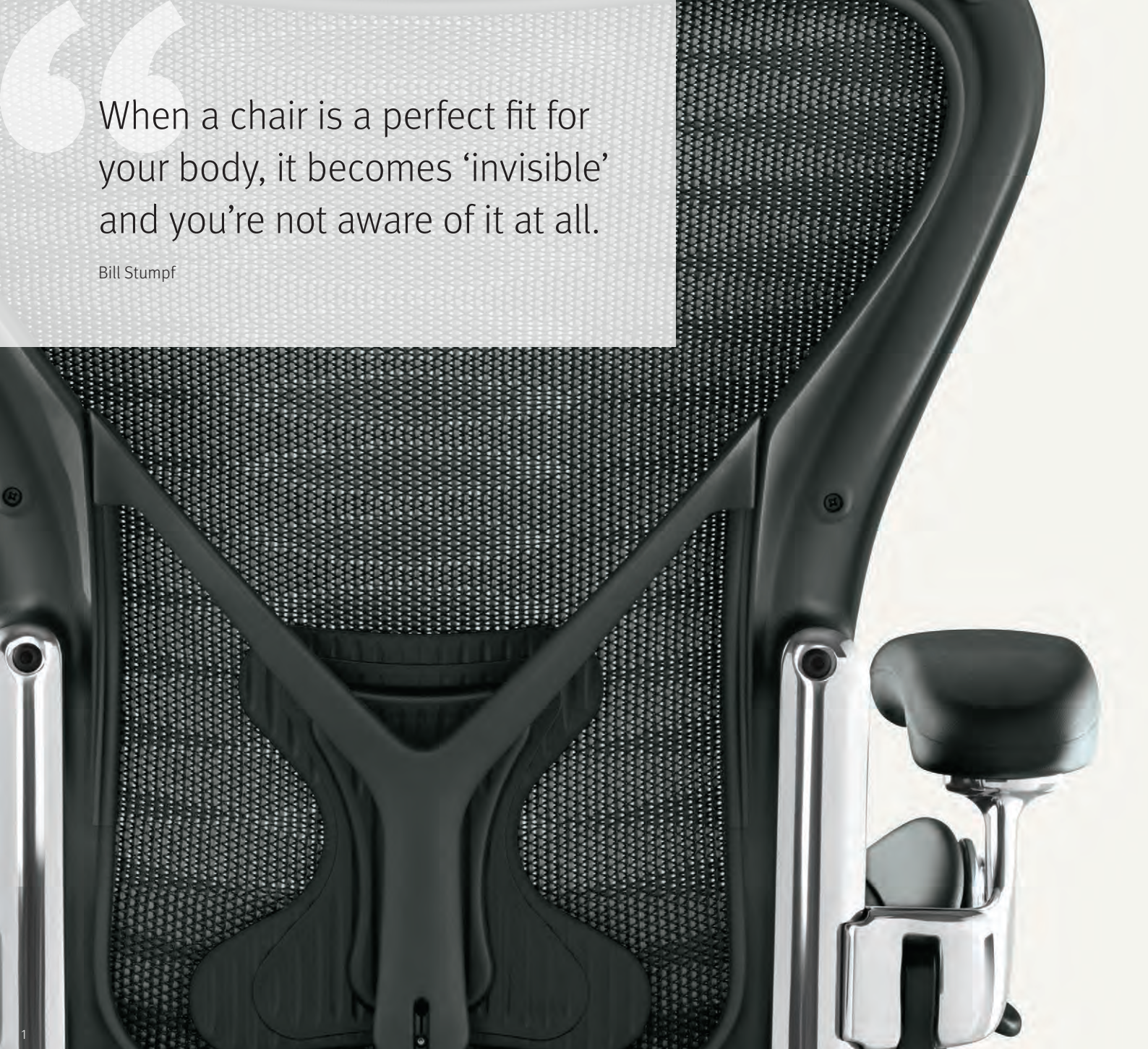


PRODUCTS

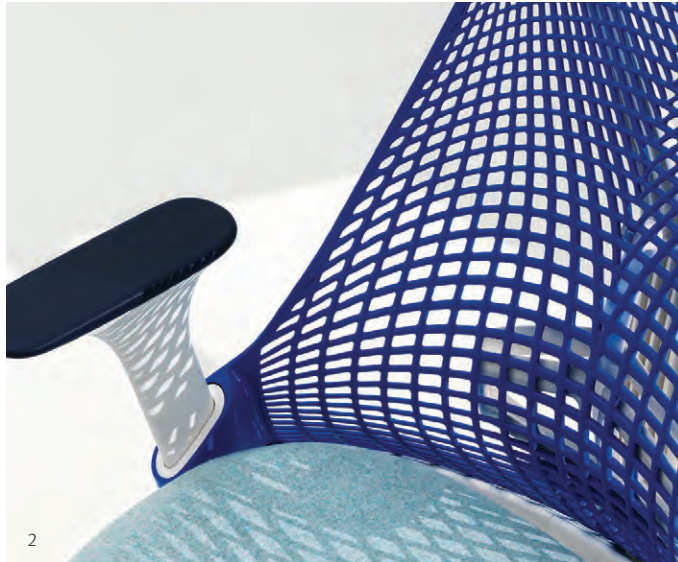
Our products aim to be the best at what they do – whether providing dynamic support from a task chair or allowing a range of postures through height-adjustable desks. They all draw on our extensive design heritage and we are continually innovating to find the right solutions for real problems.

“When a chair is a perfect fit for your body, it becomes ‘invisible’ and you’re not aware of it at all.

Bill Stumpf



1. Aeron Chair, designed by Bill Stumpf and Don Chadwick, 1994



Performance Seating

Sitting is always the means to an end. It's what you do when you need to launch a new idea, solve a problem or share a story. We design chairs to perfectly support the people who sit in them, so you can focus on all the things you need to do, for yourself or for your organisation. Each of our chairs was designed to solve a unique set of problems.

Our task chairs include the ground-breaking Aeron, which began as a revolution in ergonomics but became a design icon. Designed by Bill Stumpf and Don Chadwick in 1994, Aeron advanced the art and science of seating. As the first office chair to replace fabric and foam with a breathable, woven suspension membrane – its innovative Pellicle seat and back – Aeron distributes your weight evenly, eliminating pressure points and heat build-up. Our other task chairs continue to build on this heritage of innovation and advancement.





Systems Furniture

Herman Miller has been researching and designing products for the workplace for almost 100 years. Over that time, we have gained much insight into what people need around them to make work more efficient, more collaborative and more comfortable. Since the introduction of the Executive Office Group, the first ever 'systems' furniture in 1944, Herman Miller has been responding to the changing needs of people at work. Our desks offer the opportunity to create all kinds of work spaces, open plan environments, meetings areas and private offices. As with our performance seating, innovation is key – such as the range of height adjustable desks to cater for the growing sit-stand movement.

As the demands on the workplace increase, every element of the working environment needs to support the way we work more efficiently. Our goal is to make the space work harder, for both the organisation and the individual. We achieve this by using 'systems' furniture to provide a solution which is multifunctional and can be completely integrated.



1. Stem Storage with Layout Studio Desking 2. Meridian Storage 3. Sense Storage with Standing-Height Desk



Storage

We've been considering the connection between storage and the way people work for more than 80 years. The work of designers such as Gilbert Rohde, George Nelson, and Robert Propst is the foundation for our human-centered approach to storage design.

Today is an era in which the greatest value is derived from exceptional creativity and new ideas. With the ongoing optimisation of production and information sharing, the demand for ever more innovative solutions increases. To remain relevant and productive, storage must go beyond its traditional function of housing the artefacts of work. It needs to be flexible, architectural, and supportive of work and interaction.

That is why, today, we're developing storage solutions based on a belief we share with Rohde, Nelson, and Propst—that storage can be more than places to keep things. When designed around the needs of people, it can be a key element in a space that helps people do their best.





1. Anchor Lounge Furniture & Balance Stools 2. Kivo, designed by Alexander Lorenz 2014. Setu Lounge Chair, designed by Studio 7.5, 2009 3. Public Office Landscape, designed



Collaborative Furniture

We believe collaboration isn't exclusive to conference rooms or desks; it happens everywhere. Our collaborative furniture supports both casual and more formal interactions between colleagues, anywhere in the office landscape.

Our collaborative portfolio includes products such as Kivo, which has the ability to create different work spaces across the office floor. Each new area is functional and appropriate to any intended task—the lightweight free-standing system can simply delineate an area or re-purpose it for something completely new.

Alternatively our soft seating products, such as Swoop, work to connect people through sofas, chairs and ottomans which create spaces to share, work, talk and meet.



A permanent collection
designed to meet fully
the requirements for
modern living.

George Nelson, 1952



1. Sled Chair and I Beam Table, designed by Ward Bennett, 1966 2. Scissor Chair, designed by Ward Bennett, 1968



2

Herman Miller Collection

At Herman Miller, we believe what we make is important. This truism, along with others – that products must be honest and that there is always a market for good design – were first articulated in George Nelson’s introduction to the 1948 Herman Miller Collection catalogue, and they continue to inform our agenda today. Whether it’s in the home or the office or any place in between, we believe that a well-considered environment helps define and add value to your life and your work.

Today, the Herman Miller Collection has updated archival offerings as well as new designs from leading designers – a bridge between Herman Miller’s past, present and future.

To assemble the Collection, we first began with timeless pieces from Herman Miller’s archives, all of which were designed to be highly adaptive and versatile in their own right. We’ve not only restored these pieces to meet the designers’ original intent, but also updated them to meet contemporary standards of sustainability and durability. Some of the heritage pieces in the Collection include Ward Bennett’s Sled Chair (1966) and Isamu Noguchi’s Rudder Table (1949). These are combined with designs by contemporary designers such as Sam Hecht and Kim Colin, and Belgian architect Vincent Van Duysen.



3



1. Always Chair from naughtone



2. Ollin Monitor Arm from CBS

Subsidiaries



CBS is a pioneer in delivering innovative, elegant ergonomic solutions that bridge the gap between the workplace and technology.

Alliance Partners

naughtone

Known for its contemporary British design and high quality manufacturing, naughtone offers upholstered soft seating, stools, occasional and meeting tables, and other ancillary products. naughtone products expand Herman Miller's portfolio of collaborative furniture offerings to better meet the needs of customers.





OUR CUSTOMERS

Our global connectivity, with a network of research and design centres and manufacturing expertise around the world, is balanced against our ability to serve customers in local markets efficiently and effectively.



1. Brit + Co, San Francisco 2. Impact Hub, Seattle 3. fuseproject, San Francisco



Our route to market is through an extensive network of highly trained and responsive office furniture dealers, who expertly serve our customer base from small to medium businesses, through to multi-national organisations.

Working alongside the dealers are our dedicated sales people—experts in every aspect of Herman Miller, they can be found across the world throughout Europe, the Middle East, Africa, Asia, Australia and both North and South America.

With manufacturing sites worldwide we are able to service companies across six continents. From our UK manufacturing facility alone, we ship to over 8000 cities internationally.

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