MILLER INDUSTRIES, INC.
CORPORATE GOVERNANCE GUIDELINES

(as amended and restated on November 2, 2026)

The Board of Directors (the "Board") of Miller Industries, Inc. (the "Company") has adopted the following guidelines to help it fulfill its responsibility to the shareholders of the Company to oversee the management of the business and affairs of the Company. The principles herein are guidelines within which the Board may conduct its business and are not intended to be legally binding obligations. The Board, in its discretion, may deviate from these guidelines from time to time as it deems appropriate. The Board will review and amend these guidelines as it deems necessary and appropriate.

1. Board Mission and Director Responsibilities

The Board should work to enhance the long-term value of the Company for the benefit of its shareholders. The Board serves as the ultimate decision-making body of the Company, except for those matters reserved to or shared with the shareholders, and fulfills that role through oversight of the management of the business and affairs of the Company rather than through management of day-to-day operations. The Board provides strategic direction and selects and oversees the performance of senior management, who are charged with conducting the day-to-day business of the Company, including implementing the Company's strategy and the Board's decisions.

Directors are expected to attend all meetings of the Board and of the committees on which they serve. Information important to Directors' understanding of issues to come before the Board or a committee will be provided sufficiently in advance of meetings to permit Directors to inform themselves. Directors are expected to review these materials before meetings. Directors should devote the time and effort necessary to fulfill our responsibilities. The Board will hold regularly scheduled meetings at least four times a year. The Chairperson of the Board will set the agenda for Board meetings. Any Director may suggest items for inclusion on the agenda. Any Director may raise a subject that is not on the agenda at any meeting. Items pertinent to the oversight and monitoring function of the Board will be brought to the Board regularly. The Board will periodically review the Company's long-term strategic plans and the most significant financial, accounting and risk management issues facing the Company.

Independent Directors will meet in executive session as needed, but at least annually. Normally, such meetings will occur during regularly scheduled Board meetings. The Lead Independent Director, if one has been appointed, presides at executive sessions of the non-management Directors.

The Lead Independent Director, if one has been appointed, presides at executive sessions of the non-management Directors and/or the independent Directors. If no Lead Independent Director has been appointed, or if the Lead Independent Director is not present at any particular executive session consisting of non-management and/or independent Directors, the independent Directors in attendance at such executive session will designate, by majority vote, an independent Director to preside at such executive session.

2. Director Qualifications

A majority of the Directors will be independent. No Director will be deemed independent unless the Board affirmatively determines that the Director has no material relationship with the Company, either directly or as an officer, shareholder or partner of an organization that has a relationship with the Company. The Board will observe all applicable requirements for independence, including the corporate governance listing standards established by the New York Stock Exchange ("NYSE") and any other governing laws and regulations, and will carefully consider all relevant facts and circumstances in making an independence determination.

Directors may be nominated by the Board or by shareholders in accordance with the Company's Bylaws. The Governance & Sustainability Committee will review all nominees for the Board in accordance with its charter.

The Board does not believe that it should establish limits on the number of terms a Director may serve or that it should establish any mandatory retirement age for Board service. Term limits and mandatory retirement ages could cause the loss of experience and expertise important to the optimal operation of the Board. To support Board succession planning and refreshment, the Governance & Sustainability Committee will review the diversity of skills, experience, qualifications, independence, tenure and other attributes represented on the Board, and will assess the Board's succession needs and opportunities for refreshment. The Governance & Sustainability Committee will conduct an annual director self-evaluation process and, based in part on such process, evaluate each incumbent Director's qualifications, performance, attendance, contributions and ability to devote the necessary time before recommending the nomination of that Director for an additional term.

Each Director is expected to spend the time and effort necessary to properly discharge such Director's responsibilities as a member of the Board and, if applicable, any Board committee(s) on which he or she serves. Unless the Board determines that the carrying out of a Director's responsibilities to the Company will not be adversely affected by the Director's other directorships, Directors should not serve on more than two (2) boards of public companies in addition to the Company's Board, and not more than one (1) board of a private company. For the avoidance of doubt, the preceding sentence shall not prohibit Directors from serving on non-profit boards. Directors should notify the Governance & Sustainability Committee in advance of becoming a director or a member of the audit committee of any other company.

The Board expects that when the Chairperson, a Chief Executive Officer, President, or any other executive officer of the Company resigns from that position, he or she will also simultaneously submit his or her resignation from the Board. Whether any such former executive officer continues to serve on the Board is a matter for discussion at that time with the new Chairperson, Chief

Executive Officer, President, or any such other executive officer and the Board. If a Director experiences a material change in professional responsibilities, occupation or business associations (other than a change that is addressed in the foregoing provisions of this paragraph), he or she shall notify the Governance and Sustainability Committee, and the Governance and Sustainability Committee will evaluate the facts and circumstances with respect thereto and, if deemed to be appropriate, refer to the full Board for evaluation of his or her continuing directorship.

3. Chairperson of the Board and Lead Independent Director

The Board has no policy with respect to the separation of the offices of Chairperson and Chief Executive Officer. The Board believes that this issue is part of the succession planning process and that it is in the best interests of the Company for the Board to make a determination regarding this issue each time it appoints a new Chief Executive Officer and during times of transition.

When the position of Chairperson is not held by an independent Director, a Lead Independent Director may be designated on an annual basis by the Board, based on the recommendation of the Governance & Sustainability Committee. If the Board appoints a Lead Independent Director and such appointment is not made annually, the Lead Independent Director shall continue in the role until his or her successor is duly appointed. The Lead Independent Director may be removed or replaced at any time with or without cause by a majority vote of the independent Directors of the Board. The Lead Independent Director shall be an independent Director of the Board. The Lead Independent Director shall facilitate the functioning of the Board independently of the Company's management and shall also maintain and enhance the quality of the Company's corporate governance practices.

The Lead Independent Director's duties shall include: (i) providing leadership for the Board in discharging its duties, responsibilities and obligations; (ii) in the absence, or inability to act, of the Chairperson, the Chief Executive Officer and the President of the Company, or when all of the Chairperson, the Chief Executive Officer and the President have recused themselves due to any potential conflict or other reasons, chairing the meetings of the Board; (iii) acting as a liaison between the Chairperson, the Chief Executive Officer, the President, committee chairpersons and the independent Directors, particularly on sensitive issues, including succession planning, and being available to independent Directors who have concerns that should be communicated to the Company's management; (iv) chairing in camera portions of Board meetings, held in the absence of non-independent Directors and management, and meetings of the independent Directors; (v) at meetings chaired by the Lead Independent Director, performing all appropriate duties requested by the Directors and ensuring follow-up action requested and approved is pursued as necessary; (vi) assisting the Governance & Sustainability Committee in the annual self-evaluation of the Board and its committees; (vii) cooperating with the Chairperson, the Chief Executive Officer , the President and other members of management in setting the frequency of Board meetings, and, when deemed necessary, convening meetings of the independent Directors, or the full Board with the concurrence of at least one other Director; (viii) providing input to the Chairperson, the Chief Executive Officer and the President regarding the content of Board meeting agendas, and, in the absence of the Chairperson, the Chief Executive Officer and the President, preparing agendas of Board meetings and meetings of the independent Directors; (ix) advising the Chairperson, the Chief Executive Officer and the President on the quality, quantity, appropriateness and timeliness of information provided to the Board; (x) collaborating with the Chairperson, the Chief Executive

Officer and the President in communicating periodically with committee chairpersons regarding the activities of their respective committees; and (xi) performing such other functions as may be reasonably requested by the Board, the Chairperson, the Chief Executive Officer or the President.

4. Committees of the Board

The Board has three standing committees: Audit Committee, Compensation Committee and Governance & Sustainability Committee. The Board may establish additional committees from time to time, as necessary or appropriate.

Only independent Directors may serve on the Audit Committee, the Compensation Committee and the Governance & Sustainability Committee. The Board is responsible for the appointment of committee members and committee chairpersons according to criteria that it determines to be in the best interest of the Company and its shareholders. Each of the standing committees will have their own charter. The charter of each standing committee will set forth the oversight responsibilities of each committee, the qualifications and procedures of the committee and how the committee will report to the Board. Each committee will conduct a self-evaluation annually.

5. Director Access to Officers, Employees and Information

Directors have full and free access to officers, employees and the books and records of the Company. Any meetings or contact that a Director wishes to initiate may be arranged through the Chief Executive Officer or directly by the Director. The Directors should use their judgment to ensure that any such contact is not disruptive to the business operations of the Company.

6. Director Access to Independent Advisors

The Board and each of its committees shall have the right at any time to retain independent outside accounting, financial, legal or other advisors, and the Company shall provide appropriate funding, as determined by the Board or any such committee, to compensate such independent outside advisors, as well as to cover the ordinary administrative expenses incurred by the Board and its committees in carrying out their duties.

7. Director Orientation and Continuing Education

All new Directors must participate in the Company's Orientation Program, which should be conducted within two (2) months of the annual meeting at which new Directors are elected. This orientation will include presentations by senior management to familiarize new Directors with the Company's business and strategic plans, its significant financial, accounting and risk management issues, its compliance programs, its Code of Business Conduct and Ethics, its principal officers, and its internal and independent auditors. Any sitting Directors may attend the Orientation Program. The Directors are encouraged to participate in continuing Director education.

8. Management Succession

The Board (or a committee of the Board) will determine policies and principles for selection of the Chief Executive Officer and policies regarding succession in the event of an emergency or the retirement of the Chief Executive Officer. The Board (or a committee of the Board) will oversee

senior management development and the planning for succession to senior positions. The Compensation Committee of the Board shall assist the Board in fulfilling its responsibilities with respect to management succession planning, as set forth in such committee's charter.

9. Annual Board Performance Evaluation

The Board will conduct an annual self-evaluation to determine whether it and each of its committees are functioning effectively. The Governance & Sustainability Committee will receive comments from all Directors and report annually to the Board with an assessment of the Board's performance, which will be discussed with the full Board. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board believes that the Board or any of its committees could improve.

10. Director Compensation

The form and amount of Director compensation shall be determined by the Governance & Sustainability Committee and then recommended to the full Board for action in accordance with the Governance & Sustainability Committee charter.

11. Ethics and Conflicts of Interest

The Board expects Directors, as well as executive officers and employees, to act ethically at all times and to acknowledge their adherence to the policies comprising the Company's Amended and Restated Code of Business Conduct and Ethics. If an actual or potential conflict of interest arises for a Director or an executive officer, such Director or executive officer shall promptly inform the Chairperson of the Board. The Board or an authorized committee of the Board shall resolve any conflict of interest question involving a Director or an executive officer. The General Counsel shall resolve any conflict of interest issue involving any other employee of the Company.

12. Risk Management

The Company's senior management team is responsible for the day-to-day management of risks the Company faces. The Board, as a whole and through its committees, is responsible for the oversight of risk management. The Board believes that full and open communication between management and the Board is essential for effective risk management and oversight and, accordingly, shall receive regular reports from members of senior management on areas of material risk to the Company, including operational, financial, legal and regulatory, strategic, information technology, environmental, competitive and reputational risks. The Board's risk management oversight includes reviews of cybersecurity vulnerability and the actions necessary to enhance the security of the Company's information systems. The Board also considers geopolitical risks that may impact the Company. Senior management shall be available to address any questions or concerns raised by the Board on risk management-related and any other related matters.

The Board's three standing committees shall assist the Board in fulfilling its oversight responsibilities in certain areas of risk. The Audit Committee shall assist the Board in fulfilling its oversight responsibilities with respect to risk management in the areas of financial reporting, internal controls, cybersecurity and information technology, and compliance with legal and regulatory requirements, and, in accordance with the NYSE rules, shall discuss policies with

respect to risk assessment and risk management. In fulfilling its responsibilities, the Audit Committee shall have the authority to delegate to one or more of its members specific oversight responsibilities, powers and authority with respect to any matter over which the Audit Committee has oversight, including, without limitation, cybersecurity and information technology risks, unless otherwise prohibited by applicable law or New York Stock Exchange listing standards. Any member so designated shall serve as the Audit Committee's lead director and principal liaison with respect to the delegated subject matter. The Compensation Committee shall assist the Board in fulfilling its oversight responsibilities with respect to risks arising from our compensation policies and programs, succession planning for the Company's executive officers, and human capital matters within the scope of its responsibilities. The Governance & Sustainability Committee shall assist the Board in fulfilling its oversight responsibilities with respect to risks associated with board organization, membership and structure, succession planning for the Company's Directors, corporate governance, and sustainability-related matters.

13. External Communication

It is the policy of the Board that senior management speak on behalf of the Company to analysts, institutional investors and the media. At the request of senior management, Directors may be called upon from time to time to meet or otherwise communicate with analysts, institutional investors or the media, but generally Directors shall not do so without the specific invitation or approval of senior management, and all inquiries or requests of directors for comment should be referred to the Company's senior management.