

SUSTAINABILITY REPORT 2024



HAWORTH Lifestyle

SUSTAINABILITY REPORT 2024

HAWORTH Lifestyle

CONTENTS

LETTER TO OUR STAKEHOLDERS	4
EXECUTIVE SUMMARY	6
NAVIGATING THE DOCUMENT	8
DRIVING DESIGN EXCELLENCE	
- <i>General</i>	11
Haworth Lifestyle: our Group	12
History	14
Global presence	16
Main activities and value chain	20
Multiple brands, one shared vision	22
Value-driven organization	40
Our sustainability journey	42
Global sustainability context	42
Methodological considerations	45
and double materiality assessment	
Our sustainability strategy around our values	51
Governing sustainability	54
Our engagement with stakeholders	56
OUR COMMITMENT TO THE ENVIRONMENT	
- <i>Environment</i>	61
We work to make the world better	62
Energy efficiency and emissions reduction	62
Waste management	72
Pollution	75
We lead with design	78
Sustainable materials	78
Sustainable Packaging	83
Circular design	85



BUILDING EXCELLENCE TOGETHER

- Social

91

We rely on our members

92

Our members' wellbeing

92

Diversity, Equity, Inclusion and Belonging (DEIB)

102

We embrace continuous learning

106

Members' training and development

106

We create value

112

Responsible value chain

112

Workers in the value chain

114

We listen to our customers

116

Service excellence

116

Product quality and safety

120

LEADING WITH INTEGRITY

- Governance

125

We honor integrity

126

Our governance

126

Business ethics and human rights

128

INDEX & ANNEX

131

ESRS and GRI Content Index

132

Appendix

136

LETTER TO OUR STAKEHOLDERS

2024 has been a year of both challenge and transformation. Market dynamics have been turbulent, with evolving economic landscapes impacting industries worldwide.

At the same time, the previously accelerating sustainability regulatory landscape has started to falter, introducing uncertainty for businesses striving to balance compliance with meaningful impact. In the European Union, key regulations – such as the EU Deforestation Regulation – have faced delays, signaling a more unpredictable path for the high-end furniture sector.

Yet, this uncertainty has not slowed us down. Instead, it has pushed us forward, reinforcing our belief that sustainability strengthens business resilience, not just for Haworth Lifestyle but for the entire industry.

In our ongoing pursuit of transparency, we have

voluntarily adopted an ESRS-inspired approach for this second sustainability report. Guided by principles of comparability, clarity, and consistency, this report aligns with the most advanced sustainability reporting standards to date. Additionally, we are moving toward a unified sustainability governance framework – one that will streamline efforts, enhance data management, align brand strategies, and establish a solid foundation for future progress in line with the broader vision of our parent company, Haworth Inc.

This approach fosters consistency across the Group while allowing each brand to drive sustainability through its own initiatives. At the Group level, we are advancing our decarbonization strategy in alignment with the Science Based Targets initiative (SBTi), with some brands leading the way through Life Cycle Assessment (LCA) projects to measure their products' carbon footprint. Our commitment remains strong: we continue to design high-quality, durable products, while progressively integrating the circular economy



principles—prioritizing reuse, easy disassembly, and material recycling— to further extend their lifespan. At the same time, we continue to strengthen supplier engagement through our Supplier Code of Conduct, promoting ethical and responsible sourcing across our value chain.

Our vision extends beyond the present. We are looking ahead to the next decade to anticipate and adapt to a changing landscape. As generational diversity reshapes the workforce, we are exploring ways to rethink corporate welfare—from preventive healthcare initiatives to additional leave allowances—ensuring we stay attuned to evolving needs. At the same time, we remain attentive to AI-driven transformations and broader global shifts, positioning ourselves to navigate future challenges with agility and foresight.

None of this progress would be possible without the dedication and collaboration of everyone who

has been part of this journey. We extend our sincere gratitude to all members who have contributed to our sustainability efforts and this second report, each contribution adding value and perspective.

Together, we are stronger. By leveraging the unique strengths of our brands while remaining true to the broader vision of our Group, we move forward with confidence, always rooted in the values that define us.

Dario Rinero,
CEO Haworth Lifestyle

EXECUTIVE SUMMARY

-90%

Commitment
for Scope 1,2 & 3
emissions
by 2050 (vs 2021)

1,011

tons of recycled
waste in 2024

**First PFAS
screening**

to phase out
harmful compounds

+1,000

replacements parts
in 2024

**Circularity
Measurement
Tool**

for all newly
launched products

99%

packaging spending
renewable, reusable,
recyclable or
compostable

+2,000

members
globally

93%

members with
permanent
contract

46%

women in
own workforce

9,791

total hours of training
provided

60%

members with
performance and
development review

Talent

Streaming
process

WE WORK TO MAKE **THE WORLD BETTER**

Haworth Lifestyle is committed to **decarbonization**, aligning with **Haworth Inc.'s SBTi commitment to achieve -90% emissions by 2050** and by 2030, a 60% reduction in Scope 1 and 2 emissions and a 42% reduction in Scope 3 emissions. In 2024, the Group implemented **energy efficiency initiatives** and expanded its focus beyond processes to products, including **LCA studies for Pelle Frau® Soulful**. Logistics optimization was also a key area of improvement. With the **2025 Zero Waste to Landfill target**, several brands have prioritized **repurposing over disposal**, reducing waste impact. Additionally, a **supplier screening for PFAS** was conducted to assess their presence in materials and products.

WE LEAD WITH **DESIGN**

The Group continuously develops and researches **alternative materials for products and packaging**, also leveraging partnerships with specialized organizations. FSC-certified packaging is adopted by Cappellini, Cassina, Poltrona Frau Interiors In Motion, Poltrona Frau and Zanotta, and innovative materials are consistently explored. To standardize and enhance **circularity measurement**, brands are progressively integrating a tailor-made tool developed by the specialized consulting firm Matrec, which enables to apply a structured and consistent approach to assessing and improving product circularity.

WE RELY ON OUR **MEMBERS**

Haworth Lifestyle upholds a **Member Code of Conduct** that outlines guiding principles and expected behaviour, ensuring integrity, fairness and accountability in all business interactions. At the Group level, **member health and safety** are top priorities, with **annual initiatives** including **cancer screening campaigns in collaboration with LILT** and **flu vaccination programs** at the brand level. To strengthen its commitment to **diversity and inclusion**, Haworth Lifestyle has also established a **DEI Committee** to oversee and promote inclusivity across the organization.

WE EMBRACE **CONTINUOUS LEARNING**

Our members have access to **various training courses** through the **Member Central platform**. Additionally, they set their individual **performance objectives** following the **SMART approach: specific, measurable, achievable, realistic, and timely objectives that foster personal growth**. At the brand level, a variety of technical and soft-skill training initiatives are offered. Sustainability-focused training programs are also implemented, such as an introduction to ESPR (Ecodesign for Sustainable Product Regulation), aimed at raising awareness and integrating sustainable design principles.

NAVIGATING THE DOCUMENT

The Haworth Lifestyle Sustainability Report (hereinafter also the Report) begins with a Letter to Stakeholders, a statement from the CEO addressing all stakeholders, followed by an Executive Summary outlining the Group's 2024 performance, key achievements, and commitments.

The document follows the **European Sustainability Reporting Standards (ESRS)** and is structured into four main sections: **Driving design excellence (General)**, **Our commitment to the environment (Environment)**, **Building excellence together (Social)**, and **Leading with integrity (Governance)**. This structure reflects the Group's commitment to aligning with recognized sustainability frameworks while voluntarily expanding certain disclosures to enhance transparency and industry best practices.

The Report adopts a **multi-layered approach**, offering both a **Group-wide perspective**-covering policies, targets, and commitments-and **brand-specific insights**. This ensures a comprehensive understanding of sustainability at Haworth Lifestyle, while also showcasing the unique contributions of each brand.

Each section is further organized into **thematic chapters aligned with ESRS topics**. Each topic first outlines the **approach, policies, and objectives** established at the Haworth Lifestyle level, followed by a dedicated **"2024 Progress and Actions"** section that details the initiatives implemented throughout the year, both at the Group level and by individual brands. In the beige boxes, 2024 brand-specific initiatives are

highlighted, along with definitions of key concepts to assist readers in interpreting the topics at hand.

The first section, **Driving Design Excellence**, introduces Haworth Lifestyle's business model, mission, and value chain, showcasing the Group's global presence and brand portfolio and highlighting the values-driven approach that connects the unique identities of its brands under a shared vision.

The second section, **Our Commitment to the Environment**, focuses on climate action, energy efficiency, responsible resource management, and decarbonization efforts, along with sustainable materials, packaging innovation, and circular design.

The third section, **Building Excellence Together**, highlights the importance of people, covering member well-being, diversity and inclusion, talent development, and responsible value chain management, while also addressing customer relationships and engagement.

The fourth section, **Leading with Integrity**, explores **responsible business practices**, including **corporate governance, business ethics, risk management, and human rights**.



Finally, the Report concludes with the **ESRS and GRI Content Index**, ensuring transparency through a structured disclosure of key performance indicators, aligned with ESRS and GRI reporting frameworks.

Throughout the document, **Haworth Lifestyle** is referred to as "**the Group**," while **Haworth Inc.**, the parent company, is mentioned as "**Haworth Inc.**," "**parent Group**," or "**parent company**" when referenced.

This Report is part of Haworth Inc. broader commitment to transparency. To ensure comprehensive and structured reporting, the Report it is interconnected with other key publications.

- » **Cross-references:** brand-specific initiatives are further detailed in individual reports where relevant, including those of the **Design Division** (Cassina, Cappellini, Karakter, and Zanotta), **Poltrona Frau Interiors In Motion**, **Poltrona Frau**, **Luxury Living Group**, and **JANUS et Cie**.
- » **Integration with the Haworth Inc. Report:** topics that have a high relevance for the whole Haworth Inc. perimeter are further explored in the Haworth Inc. Sustainability Report, offering a broader corporate perspective that also covers brands and initiatives outside of Haworth Lifestyle perimeter.
- » **Alignment with ESRS Requirements:** a detailed overview of how this Report aligns with ESRS disclosure requirements is provided on page 132.



DRIVING DESIGN EXCELLENCE

General

HAWORTH LIFESTYLE: OUR GROUP

Haworth Lifestyle's journey began in 2014 when Haworth Inc., the renowned office furniture company, acquired the historic brands Poltrona Frau, Cassina and Cappellini, which had been working in synergy since 2004.

Over the years, Haworth Lifestyle's portfolio has grown through strategic acquisitions, bringing together the unique philosophies and styles of its brands, all focused on creating inspiring spaces and maintaining high-quality craftsmanship.

Haworth Lifestyle is deeply rooted in Italian design and artisan heritage. However, the Group's identity and vision extend far beyond, embracing a global perspective in harmony with the international spirit of the parent company, **Haworth Inc.**, and of its clients.

Space is essential to the quality of how we live and work, which is why Haworth Lifestyle is committed to crafting furniture that inspires and creates warm, inviting environments for both residential and public spaces. This perspective also extends to leather seating and upholstery designed for interiors of automobiles, aircraft and yachts.

Comfort and aesthetics are complementary ideals to the Group's ethos. Each piece offered is a testament to this balance, offering customers not just a product, but an experience.

Haworth Lifestyle's strength lies in the diversity and synergy of its brands, supported by a global team of over 2,000 dedicated members.

By drawing on the multifaceted expertise and design legacies of its brands, Haworth Lifestyle has forged a unified Group with a shared commitment to excellence. Its strategy fosters an atmosphere of mutual inspiration, where best practices are exchanged across brands while preserving their unique identities.

Throughout the years, Haworth Lifestyle's brands have continued to stand out for their excellence and innovation. This is reflected in the numerous awards they have received, including 13 Compasso d'Oro awards - considered the highest achievement in the design furniture world.

Haworth Lifestyle operates across multiple sectors to offer a diverse range of products and services through its brands.

This structure enables Haworth Lifestyle to deliver comprehensive and customized solutions while maintaining a strong commitment to excellence and customer satisfaction.

HAWORTH Lifestyle



Cassina

cappellini



JANUS et Cie®

LUMINAIRE®

CECCOTTICOLLEZIONI

Karakter

LUXURY **LL** LIVING®
GROUP

INTERNI

zanotta:



KJR

HISTORY

HAWORTH INC. IN BRIEF

Haworth Inc. is a privately held family-owned office furniture company headquartered in Holland, Michigan, USA. Founded by G. W. Haworth in 1948, the company specializes in the design and manufacture of seating, tables, movable walls, panels, storage and woodcase goods.

Its furniture is renowned for blending interior design and technology to create "organic workspaces that help people perform their best".

With a workforce of 8,000 members and a network of 650 dealerships spanning over 120 countries, Haworth Inc. has established itself as a global leader in the industry.

HAWORTH LIFESTYLE'S HISTORY IN BRIEF

2016
JANUS et Cie, based in California, a leader in outdoor furniture for Residential, Hospitality, Contract and Marine clients worldwide

2018
Ceccotti Collezioni, based in Cascina, Italy, known for its iconic solid wood furniture

2020
Luxury Living Group, based in Forlì, Italy, the leading player in luxury brands furniture licensing (Bentley, Bugatti, Dolce & Gabbana, Versace, Trussardi)

2023
Zanotta, based in Nova Milanese, Italy, known for its iconic design products

2023
A new global license agreement with US fashion house Ralph Lauren

2023
Vivente joins the group

2014
Haworth Inc. acquires Poltrona Frau, Cassina, Cappellini, the first cluster of iconic Italian furniture brands

2017
Luminaire, a US based high-end furniture retail network

2019
Karakter, a Danish design company

2022
Interni, the leading Italian high-end design furniture retail network

2024
Acquisition of a majority stake in KJ Ryan Ltd, a company focused on high-end interior components for deluxe automobiles

GLOBAL PRESENCE

[ESRS 2 SBM-1]

Haworth Lifestyle's corporate headquarters are in Milan, Italy, while the headquarters of its brands are located across Italy, Denmark, and the US. The Italian manufacturing facilities are spread across several regions including Lombardy, Emilia-Romagna, Marche and Tuscany, whilst the US production site is located in Santa Fe Springs - part of the metropolitan area of Los Angeles.

This strategic setup ensures that operational hubs remain close to each brand's headquarters, enabling the Group to leverage on the diverse history and traditions of its brands. Additionally, through the brand JANUS et Cie, the Group has one strategic production site in the US.

In addition, logistics hubs in key locations facilitate streamlined delivery and efficient product distribution.

Haworth Lifestyle sells its products globally through a variety of physical and online sales channels, including eighty directly operated stores (DOS) across key markets in Europe-such as Italy, France, the UK, and Spain-as well as in the United States, Mexico, UAE, India, and China. Additionally, the Group counts more than 1,000 mono-and-multi-brand stores managed by partners and dealers.

1,000+
mono-and-multi-brand stores
managed by partners and
dealers

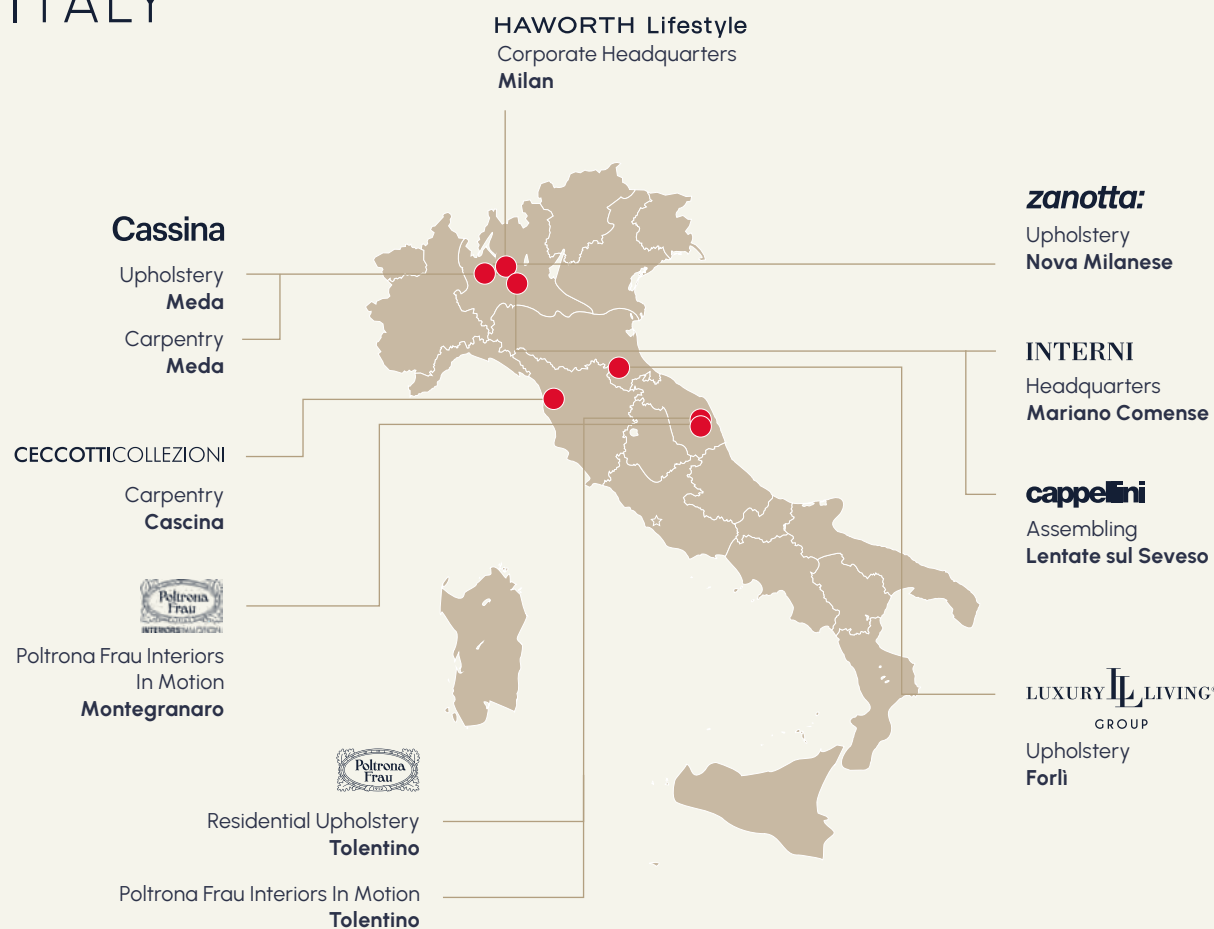


OUR NETWORK

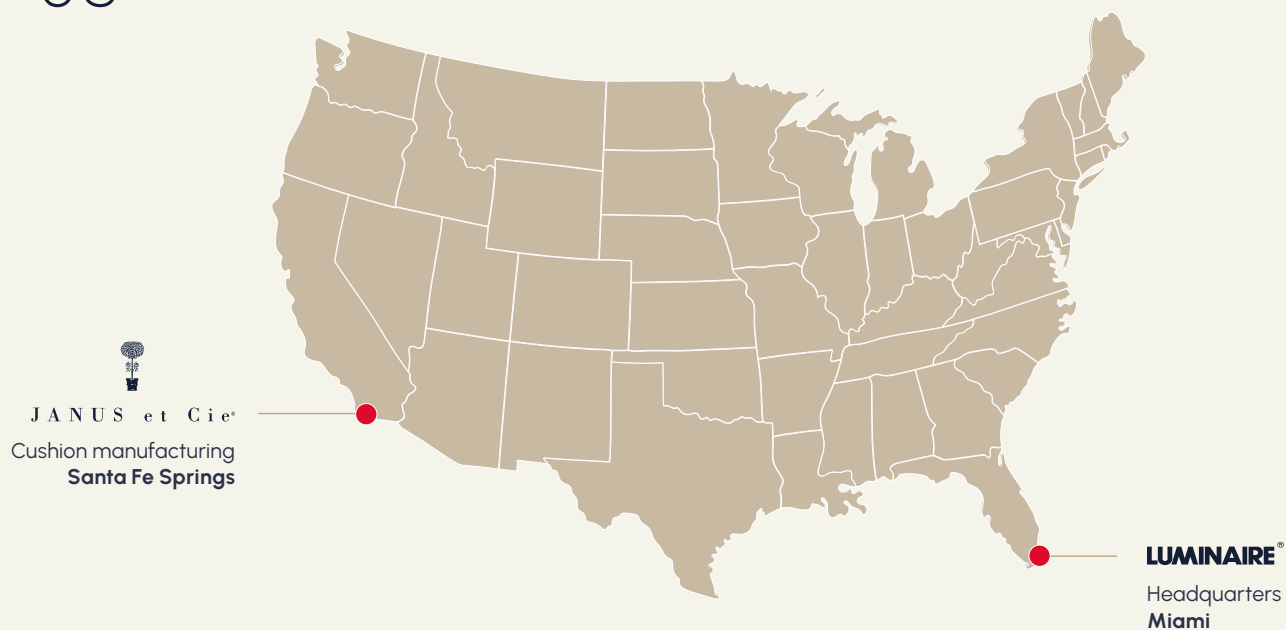
80 STORES
WORLDWIDE



ITALY



US



MAIN ACTIVITIES AND VALUE CHAIN

[ESRS 2 SBM-1]

Haworth Lifestyle's product portfolio includes a diverse range of furniture, from sofas and armchairs to tables, chairs, interiors for the automotive sector and ambient lighting solutions, designed for both indoor and outdoor spaces.

The process begins with the creative vision of designers whose ideas are transformed into innovative designs. Designers work in synergy with brands to ensure that products reflect each brands' artistic identity. They work closely with production to shape products with functional design and to select materials that align with quality and durability standards.

Raw materials and key semi-finished products, like fabrics, leathers, and wood, are sourced from selected suppliers, establishing a collaborative supply chain. The design and product development process is cyclical, with products being continuously refined between designers, suppliers, and production sites.

In the production phase, upholstery specialists sew and fit fabrics, while carpenters construct frames and structures. Throughout the process, steps such

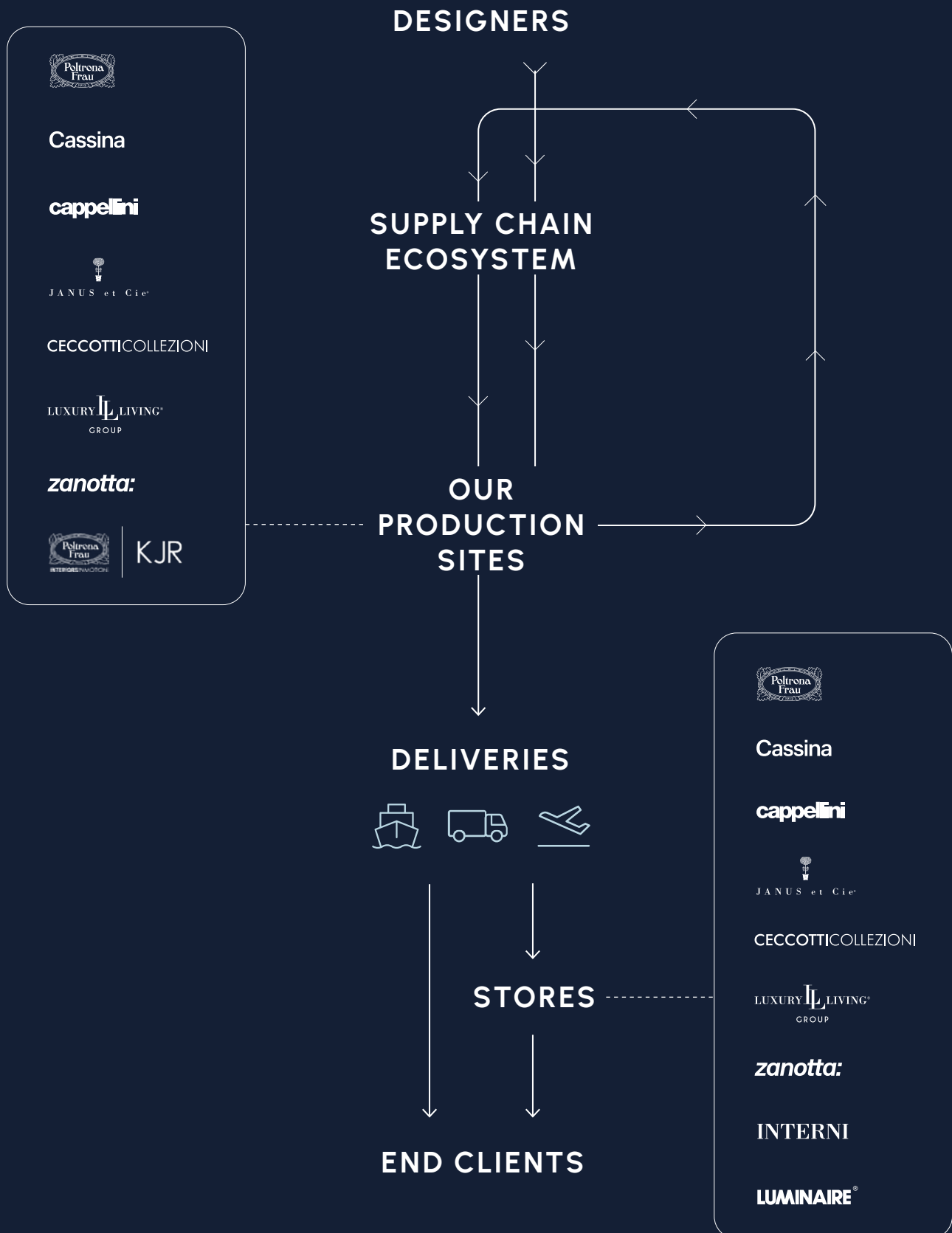
as cutting, and assembly are carried out.

Once the final details are added and the quality checks are completed, the products are prepared for distribution. Distribution takes place through different channels, including land, sea, and air transport.

Whether destined for retail stores, private homes or commercial projects, products are carefully packed and shipped to ensure they reach their destination in good condition. Outbound logistics operations are handled centrally by Haworth Lifestyle to optimize efficiency and coordination.

Designed to last, many pieces become part of modern heritage, valued for their craftsmanship and durability. Some products continue their lifecycle through resale markets that extend their usefulness over time.

HAWORTH LIFESTYLE'S VALUE CHAIN



MULTIPLE BRANDS, ONE SHARED VISION



*112 years of excellence
in leather furniture and
upholstery*



Founded in 1912 in Turin and now based in Tolentino, Marche, Poltrona Frau has been a symbol of elegance and quality in the furniture sector for over 110 years, continuously evolving to meet new demands.

Poltrona Frau has worked consistently to be a leading figure in high-end Italian furniture and an ambassador of Italian excellence worldwide. Its *savoir-faire-the Intelligence of the Hands*-represents a unique combination of thought, design, skill and precision, passed down from master to apprentice and fully integrated into the corporate culture. This heritage of knowledge is pivotal to leather and the concept of *Leathership®*, a neologism coined by Poltrona Frau to describe its proprietary leather tanning process, encompassing 21 processing stages. In 2022, Poltrona Frau was included in the Register of Historical Brands of National Interest, established in 2019 by the Italian Ministry of Economic Development to enhance and protect historical Italian brands, promoting the excellence and tradition associated with these companies.

Today, Poltrona Frau is a unique brand with three distinct Business Unit: *Residential Living*, *Custom Interiors* and *Poltrona Frau Interiors In Motion*.

RESIDENTIAL LIVING: A LIFESTYLE APPROACH TO LIVING

Residential Living Business Unit focuses on the design, manufacturing and distribution of high-end furniture products, catering to both retail customers and selected business clients through a strong presence in the retail market. It produces and distributes furnishings that blend classic and contemporary designs, maintaining high quality standards ensured through direct control of the entire production cycle.

The catalog consists of distinct yet coherent collections, including the Renzo Frau Archive, which includes products designed from 1912 to the 1930s.

Notable pieces include the Vanity Fair, reintroduced in a modern version with the new Vanity Fair XC, and the Chester.

To complement the lifestyle approach to living, Poltrona Frau also offers "Beautilities", decorative objects and accessories, created with utmost

dedication in perfect synergy between craftsmanship, innovation, and aesthetic value, each element of the Beautilities collections reflects the rich artisanal heritage of Poltrona Frau.

CUSTOM INTERIORS: ELEGANCE AND COMFORT FOR SPECIAL ENVIRONMENTS

The Custom Interiors Business Unit provides high-quality custom furnishings for public and community spaces, including theaters, auditoriums, cinemas, hotels, restaurants and airports.

The team offers a complete service that covers design, technical assistance, production, logistics, installation and quality control at every stage of the process. This ensures that architect design philosophies are followed, as well as adherence to all product and service quality requirements.

To date, the Custom Interiors Business Unit has completed over 1,000 projects in more than 50 countries. Highlights include seating projects for the European Parliament in Strasbourg, installations for several luxury fashion brands boutiques, and airport interiors globally, from Naples International Airport to Narita International Airport in Chiba, Japan.

POLTRONA FRAU INTERIORS IN MOTION: SKILL AND TECHNOLOGIES IN MOTION

The Poltrona Frau Interiors In Motion Business Unit produces leather-and-fabric-covered components to create exclusive interiors for cars, aircraft and boats, working alongside clients, including the world's leading luxury car manufacturers.

With a team of highly-trained professionals, the Business Unit supports clients through all project phases, from stylistic support to the manufacturing process. Poltrona Frau Interiors In Motion provides solutions, ideas and technical expertise for leather, texture and color development, ensuring alignment with project requirements and technical specifications, without ever compromising the Poltrona Frau identity. Over the years, Poltrona Frau Interiors In Motion Business Unit has created components for some of the world's most renowned brands, forging strategic partnerships across the automotive, aeronautical and nautical sectors, while maintaining Poltrona Frau's design excellence. Notable projects include solutions designed for Scrambler 1100 Ducati Club Italia, as well as various projects developed in collaboration with the Ferretti Group, which began in 2007 with the design of the *Pershing P72*.

AWARDS

- » **Compasso d'Oro:** Compasso D'Oro ADI Design Award for Lifetime Achievement to President Franco Moschini (2016), Titano Table by Pierluigi Cerri (1999), DU30 Chair by Gastone Rinaldi (1954)
- » **ELLE DECO International Design Award (2024):** "Best Seating" with Squash Armchair by Faye Toogood
- » **Interior Design Best of Year Awards (2024):** "Best Residential Lounge Seating" with Poltrona Squash Armchair by Faye Toogood
- » **HiP Awards (2024):** "Workplace: Lounge Seating" with Squash Armchair by Faye Toogood
- » **The Best of NeoCon GOLD (2024):** "Seating: Sofas & Lounge" with Squash Armchair by Faye Toogood
- » **NYC Design Award (2024):** "Residential Lounge Seating" with Squash Armchair by Faye Toogood
- » **iF DESIGN Award (2024):** "Product Design" for the "Product" category with Bay System by Foster + Partners

- » **Wallpaper Design Award (2024):** "Best Plaything" with Mancala Game by Ozwald Boateng and Giobagnara

PARTNERSHIPS AND COLLABORATION

- » **Association for Industrial Design (ADI):** It unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.
- » **Altagamma Foundation:** Focused on promoting Italian excellence, uniqueness and lifestyle globally, it fosters the growth and competitiveness of Italian high-end cultural and creative industry enterprises.
- » **Italian Association of Business Archives and Corporate Museums (Museimpresa):** A network of corporate archives and museums, it disseminates quality standards and promotes the concept of corporate cultural responsibility.



KJR

*Luxury interiors for mobility,
blending bespoke craftsmanship
with cutting-edge innovation*



Poltrona Frau's debut in the Interiors in Motion sector dates back to mid-eighties, when it was commissioned to design the interior of an iconic car: the Lancia Thema Ferrari 8:32.

Poltrona Frau's debut in the Interiors in Motion sector dates back to mid-1980s, when it was commissioned to develop the interior of an iconic car: the Lancia Thema Ferrari 8:32. The Interiors in Motion Business Unit transcends the confines of residential living and develops distinctive interiors for the luxury automotive, aviation, rail and yachting sectors. With four production facilities—in Tolentino and Montegranaro (both in the Marche Region) and in two sites in Coventry (UK) following the acquisition of KJ Ryan—it leverages its international presence close to its main customers.

Every project presents the same ambitious challenge: to transfer Poltrona Frau expertise into an ever-changing context, understanding the clients' unique characteristics and the many constraints inherent in the different typologies, spaces and uses. In an increasingly dynamic world, where the boundary between indoors and outdoors, home and travel, becomes increasingly blurred, the need for comfort and elegance is also growing outside of domestic spaces. Interiors in Motion can create original solutions as well as develop them in partnership with the customer by enhancing and amplifying their vision and then overseeing the entire production process.

Thanks to continuous research into materials, advanced technologies, and processes, the business unit has developed unique competencies that seamlessly blend Poltrona Frau's great tradition of

craftsmanship and attention to detail with proven expertise in design, product development, supply chain management, and the most advanced and innovative trends in the sector.

Interiors in Motion works in close collaboration with its clients' design centers, contributing creative input, technical expertise, and tailor-made solutions throughout the whole process. The development of leathers, stitchings, textures colours as well as substrates in various technologies is carefully calibrated to reflect the unique character of each project, while preserving a strong and recognizable brand identity.

Thanks to its deep knowledge of upholstery materials and its mastery across every phase of design and development, Interiors in Motion offers clients extensive possibilities for customization. To support this vision, a dedicated Atelier has been established, equipped with specialized skills to craft interiors that are truly one of a kind.

While Pelle Frau® is the thread running through Interiors in Motion's production, the company is making significant investments in developing and testing alternative materials, such as low-impact leathers (like the automotive version of the Poltrona Frau Impact Less leather recently applied in the re-edition of the exclusive Alfa Romeo 33 Stradale

supercar), vegetable-derived materials, and high-performance fabrics, to accommodate the needs of the most sophisticated and demanding customers of luxury and bespoke vehicles.

Additionally, Interiors in Motion has also developed a deep proprietary knowledge in lightweight substrates: a key competence to be able to partner with manufacturers of high-performance and exclusive cars.

The synergy with Poltrona Frau Residential and Custom Interiors remains - and will continue to be - a key source of distinctiveness for Interiors in Motion. It helps to bring tactile sensations, colours, and atmosphere of a living space into the experience of travelling — whether on the road, in the air, at sea, or on rail—while meeting the functional, regulatory, and aesthetic standards of the world's most prestigious brands.

PARTNERSHIPS AND COLLABORATION

- » The late 1990s marked the beginning of a fruitful and in-depth partnership with Ferrari, which continues to this day. The Prancing Horse's F456M was the first step of this connection.
- » Alongside this historic partnership, Poltrona Frau's Interiors in Motion collaborates with some of the most prestigious names in the luxury automotive world. Notable projects include the McLaren Speedtail, the Porsche Panamera, the Ducati XDiavel (limited edition), the Range Rover Autobiography by Jaguar Land Rover, and the exclusive Lamborghini Sián. This Business Unit has

also contributed its distinctive expertise to tailor-made creations for Bugatti, Lucid Motors and Pagani, cementing its position as a benchmark for excellence in motion. This pursuit of excellence extends beyond the automotive sector. In the marine industry, Interiors in Motion partners with Ferretti Yachts, Pershing, Wally and Riva to design and manufacture helm seating and bespoke interiors. In the commercial aviation sector, it collaborates with global airlines such as Singapore Airlines (first and business class), Etihad Airways, and Hawaiian Airlines, enhancing the travel experience through elevated comfort, quality and Italian craftsmanship.



Cassina

Designing the future of interiors since almost 100 years, through research and innovation



Cassina has been designing the future of interiors for almost 100 years. Founded in Meda in 1927 by Cesare and Umberto Cassina, the company launched industrial design in Italy during the 50s by taking a completely new approach that saw a shift from handcraftsmanship to serial production.

Cassina has always had a pioneering attitude thanks to its commitment to research and innovation, combining avant-garde technological skill with traditional craftsmanship. Over the years, it has worked with important architects, designers and creatives to envision new forms and transform them into projects.

Today, 'The Cassina Perspective' expresses the company's vision and values through an eclectic collection where innovative products and icons from the Modern Movement come together to create welcoming atmospheres, dialoguing according to a unique design code based on excellence. This holistic approach to the home, from the living and dining areas to the bedroom and outdoors, is completed with the Details collection of accessories and a catalogue of designer lighting. The same philosophy has also been applied to the yachting world with a look-book dedicated to luxury boats.

Cassina is renowned for its icons that have written the history of design. The company still today preserves its passion for wood craftsmanship and its carpentry workshop continues to be a hub around which the development of many products is centred. The artisans pass on their experience from generation to generation, producing millimetric, refined and resistant joints, a distinctive element of the company's

production and design skills which makes each piece unique. One example is the 699 *Superleggera* designed in 1957 with Gio Ponti, an iconic interpretation of the Ligurian "chiavarina" chair that features expert wood workmanship resulting in the incomparable synthesis of solidity and lightness.

During the 1960s, having understood the potential of the innovative materials of the time, Cassina specialised in manufacturing upholstered furniture. *Ciprea*, designed in 1968 by Afra and Tobia Scarpa, was the first example of a singular volume made from expanded polyurethane foam without any internal reinforcement, shattering the stereotype of the classic upholstered armchair. The company also contributed to a profound reinterpretation of traditional furniture by proposing models such as the *Maralunga* sofa, designed in 1973 by Vico Magistretti, and the highly adaptable Wink chaise-longue/armchair designed in 1980 by Toshiyuki Kita.

Each piece of furniture, produced in Meda in the Brianza region of Italy, is created to last and a rigorous monitoring system is implemented in every phase of the production process to guarantee quality and excellence. Cassina's commitment to the environment and society represents an essential priority. The company constantly investigates this topic and communicates its most relevant aspects with its

stakeholders in its annual Social Responsibility Report. In 2020, the company presented Cassina LAB, an approach in continuous expansion born from the collaboration with POLI.design at the Milan Polytechnic, to rethink the future of design through the identification of circular materials to be employed in the manufacture of products and the development of projects able to offer functions that favour well-being. With the aim of improving and measuring product circularity with tangible data, an innovative tool has also been implemented to optimise design and production by mapping key indicators such as the circularity rate and disassembly index.

In 2022, Cassina became part of the Special Register of Historical Trademarks of National Interest, established by the Ministry of Economic Development to enhance the value of manufacturing companies of excellence historically rooted in Italy. In the same

year, Cassina was selected among the hundred most significant and virtuous examples of circular economy in Italy in the report "100 Italian Circular Economy Stories", produced by the Symbola Foundation and Enel in collaboration with the Sant'Anna Institute of Pisa. Many Cassina icons are also exhibited in the world's most important museums, including the Triennale Milano, the MoMA in New York and the Centre Pompidou in Paris.

Cassina also has a dedicated division that boasts long and extensive experience in the contract sector, developing the most exclusive projects for fashion boutiques, showrooms, restaurants and luxury hotels. Cassina Custom Interiors offers turnkey solutions, working alongside important architects and designers, to design and produce tailor-made furnishings often characterized by special handcrafted workmanship.



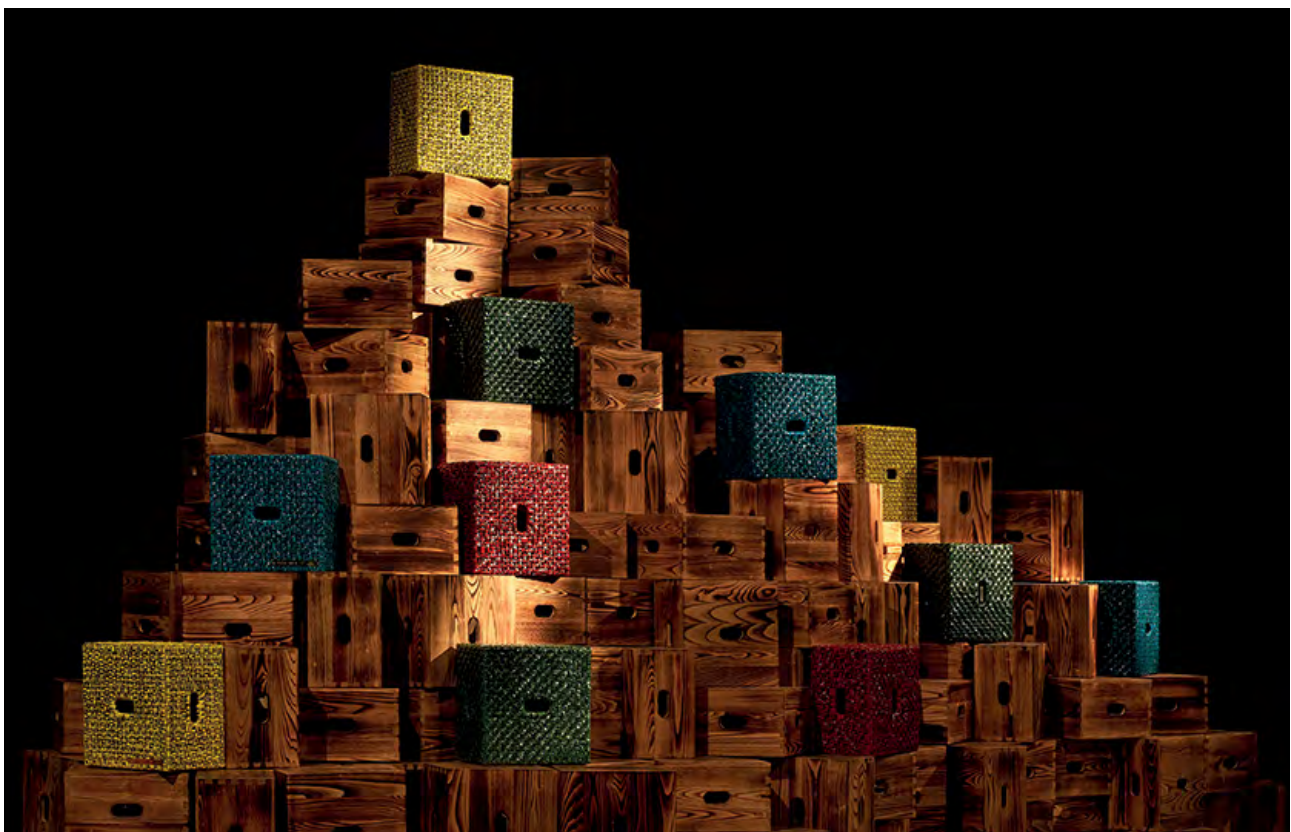
Esosoft Bed by Antonio Citterio – Cassina, ph. Francesco D'Alfo

AWARDS

- » **Compasso d'Oro (2024):** Career Award for the 699 Superleggera chair by Gio Ponti and Honourable Mention for the Esosoft system by Antonio Citterio (2024); 683 chair by Carlo de Carli (1954); Soriana model by Afra and Tobia Scarpa (1970); Maralunga sofa by Vico Magistretti (1979)
- » **EDIDA ELLEDECO Design Award (2024):** "Bedding category" with the Esosoft Bed by Antonio Citterio
- » **NYCxDESIGN Award, Interior Design Magazine e ICFF (2024):** "Iconic Products category" with the Galaxy lamp by Charles & Ray Eames
- » **BEST OF NEOCON AWARD (2024):** "Gold category" with the Galaxy Lamp by Charles & Ray Eames
- » **HiP AWARDS NEOCON (2024):** "Iconic Product design" with the Galaxy Lamp by Charles & Ray Eames

PARTNERSHIPS AND COLLABORATION

- » **Association for Industrial Design (ADI):** It unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.
- » **Limited edition Lancia Ypsilon:** In 2024, Cassina and Lancia unveiled the new LANCIA YPSILON EDIZIONE LIMITATA CASSINA. The reveal brought to light the long-awaited Ypsilon model, the first car of Lancia's new era, premiered in Milan with this special series. Evolution of the Lancia Pu+Ra HPE Concept, LANCIA YPSILON EDIZIONE LIMITATA CASSINA was the result of the extraordinary journey of the two brands that represent Italian excellence throughout the world and that are united by the same values, such as their vocation for research and innovation, respect for the past, tradition and attention to environmental issues. Presented with a 100% electric engine in 1906 numbered and certified pieces, in reference to Lancia's year of foundation, this car fully reflects Cassina's commitment to reducing environmental impact.
- » **Collaboration with Bottega Veneta:** in 2024, Cassina also presented an extraordinary collaboration with Bottega Veneta. In a synergy of luxury craftsmanship and design, the two brands created a new interpretation the iconic LC14 Tabouret *Cabanon, Roquebrune-Cap-Martin* 1952, in close collaboration with the Fondation Le Corbusier, for the maison's Winter 24 fashion show. Developed in full respect of the original model, the tabourets were used as seats for the presentation of the brand's collection. Reflecting the excellence of Cassina's carpentry workmanship and Bottega Veneta's long-standing commitment to innovative craft, the stools feature a charred-wood technique, inspired by a traditional Japanese process. The method gives natural protection to the wood, while revealing the unique patterns of the wood grain, creating an aesthetic with a strong textural and visual impact. Following the Winter 24 show, the tabourets were also displayed in a special installation during Milan Design Week called 'On the Rocks', which also included another limited-edition tribute characterized by the distinctive woven motif hand-crafted by Bottega Veneta artisans.



cappellini

Talent scout, democratization of experimentation and Italian design ambassador



Established in 1946 by Enrico Cappellini, the company underwent a significant evolution when Giulio Cappellini joined in 1977, the aim being to modernize and expand the brand globally. His innovative vision led to the introduction of groundbreaking designs such as "Sistemi" in 1981, emphasizing the fusion of style and functionality.

Collaboration with renowned designers Shiro Kuramata and Tom Dixon resulted in iconic pieces like the "Knotted Chair" and the "Embryo Chair", which strengthened the company's reputation as a leader in design innovation. On-going partnerships with Nendo and Patricia Urquiola have further positioned Cappellini at the forefront of cutting-edge design.

Among its proudest achievements are iconic products that have made a lasting mark on the design landscape. In 1986, the collaboration between

Giulio Cappellini and Shiro Kuramata gave birth to the Progetti Compiuti collection, considered a milestone in design history. The unveiling of Jasper Morrison's "Thinking Man's Chair" prototype in London was also a significant moment, embodying innovation and attentive design. Additionally, Cappellini's collaboration with renowned Spanish designer Patricia Urquiola resulted in the Lud'o Lounge chair, reflecting the brand's commitment to innovation, comfort and environmental awareness.

AWARDS

- » **Compasso d'Oro:** Compasso D'Oro ADI Design Award for Lifetime Achievement to Giulio Cappellini (2022)

PARTNERSHIPS AND COLLABORATION

- » **Association for Industrial Design (ADI):** It unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.
- » **Homo Faber:** A biennial festival to pay homage to the excellence of contemporary craftsmanship,

curated by the Michelangelo Foundation for Creativity and Craftsmanship in Venice.

- » **gOOOders and Design Differente:** The brand initiated a collaboration with **gOOOders**, a lifestyle concept founded by fashion editor Eva G raldine Fontanelli, with the idea of supporting and giving visibility to projects with a strong social component, without compromising aesthetic appeal. Cappellini curated the layout of the first gOOOders flagship store, which opened in Milan, an avant-garde laboratory filled with artisan objects, in collaboration with Design Differente.

CECCOTTICOLLEZIONI

*60 years of history
promoting craftsmanship
and design*



Established in 1956 as Ceccotti Collezioni Aviero, the company initially focused on home furnishings before expanding into the hospitality sector.

Collaborating with leading international chains such as Trusthouse Forte and Sheraton, Ceccotti Collezioni Aviero gained global recognition while upholding the rich artisan tradition of Cascina, Tuscany.

Driven by a culture of woodworking excellence, the company evolved under the leadership of Franco Ceccotti and designer Roberto Lazzeroni. In 1988, Ceccotti Collezioni was officially founded, embracing a new era of contemporary design inspired by architect Paolo Portoghesi. The launch of the Dedos Tenidos collection marked a turning point, reflecting influences from Gaudí, Mollino and 1950s Scandinavian design. Characterized by organic, anthropomorphic forms, Ceccotti Collezioni's pieces seamlessly blend soft, sensual curves with dynamic profiles.

Today, Ceccotti Collezioni embodies the essence of fine craftsmanship, merging tradition with innovation. In an age dominated by virtual experiences, Ceccotti Collezioni pieces are more than mere physical representations: they invite tactile engagement and interaction. This commitment to redefining luxury through tangible, immersive experiences underscores the company's dedication to its artisan roots while embracing the demands of the modern world.

D.R.D.P. is one of Ceccotti Collezioni's most iconic products, inspired by De Chirico's painting "double rêve du printemps".

PARTNERSHIPS AND COLLABORATION

» **The DUO collection:** A collaborative project with Poltrona Frau that took shape in the creation sumptuous, soft and rounded upholstered items made by Poltrona Frau's expert artisans at its Tolentino production site. Alongside these, exquisite "Made in Tuscany" wooden furnishings, produced using Ceccotti Collezioni's tradition of

artistic cabinetmaking, contributed to creating both private and collective environments that naturally facilitate interaction and sharing among people. The collection embodies this concept: the shared creative act of Poltrona Frau and Ceccotti Collezioni gives rise to a collection that not only encapsulates the excellence of each but elevates it to a new creative and conceptual significance.

Karakter

Spirit of exploration, courage and an uncompromising attitude to quality



As a Danish design company rooted in the Scandinavian design tradition with an international outlook, Karakter manages a portfolio of furniture, lighting and objects that is expressive and occasionally playful.

Each piece has its own distinct personality to become unique additions to private homes and public spaces worldwide. Karakter embraces an explorative approach to design and uncompromising dedication to quality.

Karakter's aspiration is to build an enduring legacy, and toward this, collaborates with contemporary designers such as Aldo Bakker and PlueerSmitt while also presenting works by the design masters Bodil Kjær, Achille and Pier Giacomo Castiglioni, Paul McCobb, Joe Colombo and Angelo Mangiarotti.

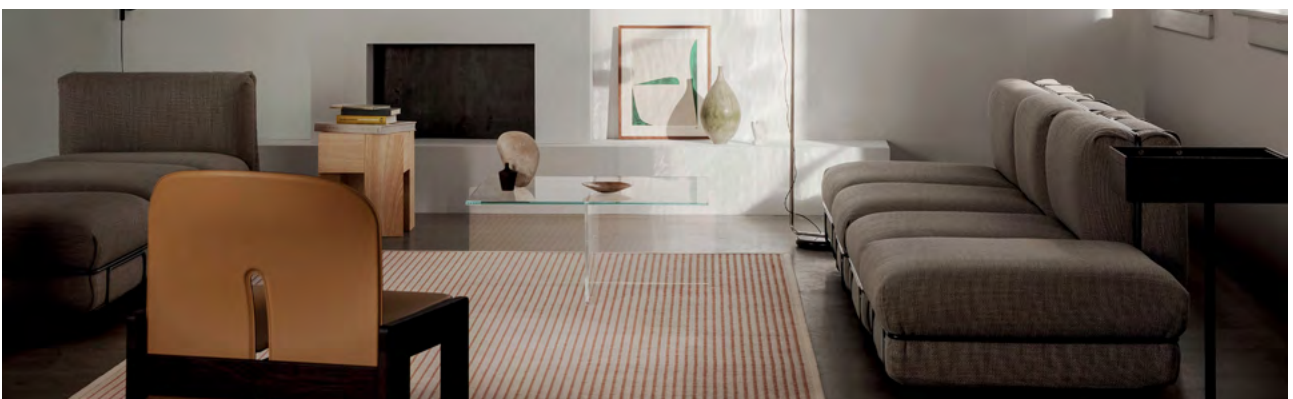
Among Karakter's most renowned products is the Plexi lamp. Designed in 1962 by Italian architect, sculptor and designer Angelo Mangiarotti, only a limited number of pieces were originally produced.

The Plexi lamp thrives in large spaces, ideally grouped with other Plexi lamps to create a striking chandelier-like display.

Another standout piece is the 925 Scarpa lounge, easily recognizable for its firm and robust wooden frame, which contrasts elegantly with the lightness of the leather-covered seat and backrest.

The iconic **121 Scarpa dining chair** is a straightforward dining chair with a design that can complement both classical and cutting-edge interiors.

In 2024, Karakter continued its evolution journey, reinforcing the collaboration with Cassina. This strong connection will continue to evolve in the next years as the brands continue to cooperate.



**JANUS et Cie®**

*The definitive source for
site, garden, and casual
furnishings™*



The JANUS et Cie journey began in 1978 in vibrant West Hollywood, where founder Janice Feldman opened the first showroom, responding to the unmet needs of local customers seeking furniture.

Established at the heart of the famed indoor-outdoor modernist architecture movement, JANUS et Cie identified an opportunity for growth and drove demand for premium outdoor furnishings. This momentum fueled expansion and the opening of award-winning showrooms worldwide. In 2024, new flagship locations in Bethesda, Maryland, and London reinforce the company's ongoing commitment to quality and design.

At JANUS et Cie, material selection is integral to both quality and environmental responsibility. Products are engineered for performance and longevity, incorporating sustainable components such as recyclable, low-emission aluminum and the innovative JANUSfiber, a hallmark of durability and eco-conscious design.

The transformation of JANUS et Cie from a distributor to an award-winning design company is a testament to creative drive. Collaborations with renowned designers, including Sebastian

Herkner, Patrick Norguet and Paola Navone, reflect a commitment to innovative design. By the end of 2024, JANUS et Cie had earned 202 juried product design awards, including multiple Red Dot and Good Design honors, marking significant milestones in its journey of design excellence.

JANUS et Cie's path to becoming the North American leader in premium outdoor furniture reflects a commitment to creating tailored solutions for clients. With a key account strategy spanning Residential, Hospitality, Contract, and Marine markets, the company's growing global footprint demonstrates its dedication to exceptional design and quality.

A strong company culture underpins this success, fostering creativity, innovation, and corporate responsibility. Through initiatives such as the annual global student design competition, JANUS et Cie continues to champion the next generation of design talent while reinforcing its values of excellence and sustainability.

AWARDS

- » **Red Dot Award (2024):** "Garden and Outdoor Furniture category" with Serengeti Sofa 2 Seat with Canopy by Philippe Starck
- » **GOOD DESIGN® Award (2024):** "Furniture category" with the Osprey Sofas and Armchair, Heron Lounge Chair and Armchair, Tahoe ADA Dining Tables, Chill Benches by JANUS et Cie, and Ria Open Weave Armchair by A. Lievore and A. Desile Park
- » **MetropolisLikes at NeoCon Award (2024):** "Outdoor category" with the Chill collection of benches and planters by JANUS et Cie

PARTNERSHIPS AND COLLABORATION

- » **International Interior Design Association (IIDA):** A commercial interior design association with global reach, it provides support to design professionals, industry affiliates, educators, and companies to enhance the value and understanding of interior design.



LUMINAIRE®

*50 years
of cutting-edge
design*



Luminaire has been a pioneer in modern and contemporary design for fifty years, shaping the industry through curated spaces, exhibitions and education.

Founded in 1974 as a 500-square-foot kiosk in North Miami Beach, it was the brainchild of Nasir and Nargis Kassamali's vision to democratize design and make the world's finest furnishings accessible to all. Inspired by icons like Le Corbusier and Alvar Aalto, Luminaire has grown into a global force, bridging cultures, fostering innovation and redefining the relationship between design and everyday life.

Over the decades, Luminaire has hosted renowned designers such as Patricia Urquiola, Philippe Starck and the Bouroullec brothers to create immersive experiences that celebrate the power of design to inspire and transform. As it marks its 50th anniversary, Luminaire looks ahead to a future of continued excellence, strengthened by its partnership with Interni—a collaboration that extends its global reach and reaffirms its commitment to shaping the future of design.

AWARDS

- » **Compasso d'Oro:** Compasso D'Oro ADI Design Award for Lifetime Achievement to Nasir and Nargis Kassamali (2020)

PARTNERSHIPS AND COLLABORATION

- » **Partnership with Molteni&Co:** Luminaire partnered with Molteni&C to open a new flagship store in San Francisco, California, marking a significant milestone in the brand's expansion into the American market. This store, a collaborative effort, represents the perfect fusion of innovation and tradition to highlight the excellence of both Italian and international design.

*Unique furnishings
conceived and crafted
in Italy*



Founded in the 1960s by Alberto Vignatelli, Luxury Living Group has become synonymous with Italian artisan excellence in the high-end furniture industry.

Over the years, the company has refined its expertise in crafting exquisite furnishings for renowned brands, thanks to its unique design and premium materials. Leading the design, production and distribution of fine furniture, Luxury Living Group partners with some of the world's most prestigious international brands, including **Versace, Dolce&Gabbana, Trussardi, Bentley Motors and Bugatti, alongside its own Luxence Luxury Living brand.**

The company's strength lies in its ability to produce and distribute furniture collections that reflect the identity of the international fashion houses it collaborates with. Luxury Living Group has mastered the art of interpreting each brand's DNA, transforming it into a distinctive lifestyle statement. This expertise results in a varied portfolio catering to a diverse range of tastes. Its success is built on meticulous production processes, where attention to detail and artisan craftsmanship enhances creativity, elegance

and design. Balancing tradition with innovation, each piece undergoes a journey from concept to prototype to final realization, embodying the company's "Conceived and Crafted in Italy" ethos.

Among its standout pieces, the **Venus armchair, clad in luxurious leather, pays** tribute to the iconic Versace ready-to-wear collections and accessories.

The Wilton desk, marking Bentley Home's first foray into the world of home office furniture, is the result of collaboration with Francesco Forcellini. Its dynamic design, characterized by clean lines and intricate curved detailing, reflects the brand's commitment to craftsmanship.

In addition, **the TYPE_4 dining table**, with an open framework, represents a hallmark of all new Bugatti Home pieces.

PARTNERSHIPS AND COLLABORATION

- » **Collaboration with the poet LionHeart:** Luxury Living Group teamed up with British poet Lionheart for the Bentley Home catalog. He wrote the catalog texts and was photographed in some of Apulia's best-known locations, including natural landmarks such as Santa Maria di Leuca and Cava di Otranto.

INTERNI

Design can and must improve the spaces we live in and therefore our quality of life



As an ambassador of Italian craftsmanship, Interni guarantees total service and quality by delivering a comprehensive design experience.

It offers clients a journey through materials and artisan know-how, providing access to a broad range of products and customization options to furnish the spaces they live in.

Founded in **1933** by **Leonardo Cazzaniga** as a carpentry workshop in **Verano, Italy**, Interni has since evolved into a leading interior design brand. Renamed in the 1970s by Cazzaniga's children, the company's presence has expanded through the opening furniture shops and showrooms across Italy. Over the years, Interni's reputation has grown thanks to the opening of flagship stores, launching of innovative design concepts and receipt of international recognition. With a focus on quality, innovation and customer service, Interni continues to thrive, expanding globally and shaping the future of interior design.

Today, Interni is a global network, both digital and physical, with a **strategic presence** across key markets, including **Europe, the Middle East and the United States**. Its ecosystem comprises **multi-brand and mono-brand stores, as well as logistics hubs**.

Founder Leonardo Cazzaniga's original vision, that "design can and must improve the spaces we live in, and therefore our quality of life", continues to guide Interni today. The brand's mission is to conceive and implement interior design solutions at all levels,

across the globe, offering customers a total design experience, supported by consolidated know-how and an international network of partners and collaborators.

Interni's core values serve as the foundation of its identity and are seamlessly woven into every aspect of its operations. The company is committed to delivering top-tier services and products, offering a diverse range of styles and products to suit every taste. **With a presence across five continents, 169 countries, and 1,912 cities, it provides local expertise on a global scale.**

From initial design consultation to post-sales support, Interni offers comprehensive service at every step, embracing a global perspective and fostering open dialogue and understanding.

At the core of all projects is the Turn-Key approach, a proven backbone of Interni's successful business model.

As a recognized industry leader, Interni upholds its commitment to reliability and excellence in all its activities to ensure that clients receive nothing but the best. To further consolidate its leadership position, Interni is committed to fostering strategic synergies and developing exclusive collections, which will be integrated into its e-commerce portfolio.

zanotta:

*Heritage, Italian
craftsmanship, radical
& pioneering design*



When, in 1954, Aurelio Zanotta opened the doors of the label that bears his name, its initial focus was on the production of sofas and armchairs which, at the time, were overwhelmingly the domain of upholstery workshops. However, Zanotta's vision far exceeded the largely utilitarian scope of local upholsterers.

Beyond its surface functionality, he recognized in furniture design a new form of cultural expression—a venerable creative outlet worthy of the same respect afforded to traditional artistic activity such as painting and sculpture.

With instinct, charisma and a natural curiosity in new materials and technologies, his unique and, at the time, revolutionary path brought Zanotta into contact with some of the icons of Italian design. By the early 1970s, it led him to several visionary re-edition projects, including the faithful reproduction of works by Italian Rationalist master Giuseppe Terragni, such as the Sant'Elia armchair and the Lariana and Follia chairs—the latter of which would, in just a matter of years, become a recognizable fixture of the Zanotta brand. In 2024, Zanotta celebrated **70 years of excellence** in design, continuing to build on its founder's pioneering vision. Over the years, the brand has forged collaboration with more than **143 designers** who have contributed to a rich portfolio of high-end products.

Over **331 Zanotta pieces** have found a place in **permanent collections of 58 museums across 18 countries** around the world, including MoMA and the Metropolitan Museum in New York, the George

Pompidou Centre in Paris and the Triennale Design Museum in Milan.

The brand's iconic products are emblematic of its innovative spirit.

The Sacco, designed in 1968 by Piero Gatti, Cesare Paolini and Franco Teodoro, revolutionized seating with its beanbag chair concept, adapting to the body's shape without a rigid structure. **The Mezzadro stool**, created by Achille and Pier Giacomo Castiglioni in 1957, embodies the philosophy of industrial design and creative reuse with its tractor seat fixed onto a steel and wood structure.

Another standout piece is the **Sciangai coat rack**, designed by De Pas, D'Urbino and Lomazzi in 1973 and inspired by the Chinese game of pick-up sticks. Its unique aesthetic and intuitive functionality make it a timeless classic. Additionally, **the Throw-Away sofa**, designed by Willie Landels in 1965, was a pioneering example of upholstered furniture made entirely of polyurethane foam, setting the stage for lightweight and comfortable modern furniture.

AWARDS

- » **Compasso d'Oro (2024):** Za:Za sofa by Zaven (2024); career award for the Sacco armchair by Gatti, Paolini and Teodoro (2020); Tonietta chair by Enzo Mari (1987); Sciangai clothes-stand by De Pas, D'Urbino and Lomazzi (1979); Guscio by Menghi (1968)

PARTNERSHIPS AND COLLABORATION

- » **Association for Industrial Design (ADI):** It unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.
- » **Altgamma Foundation:** Focused on promoting Italian excellence, uniqueness and lifestyle globally, it fosters the growth and competitiveness of Italian high-end cultural and creative industry enterprises.
- » **Temporary exhibitions:** Zanotta has showcased its products in several temporary exhibitions held at some of the most renowned cultural centers in Italy and around the world, including *Palazzo Piacentini* in Rome, *The Design Museum* in London,

Triennale Design Museum in Milan, and *ADI Design Museum* in Milan, as well as at locations such as the *Biblioteca Comunale* in Ostuni, *Palazzo Attems Petzenstein* in Gorizia, and during the "*Italia Geniale*" traveling exhibition, in Los Angeles, Tokyo, Singapore, Mumbai, Doha and Abu Dhabi. The exhibitions have also included venues in Forte dei Marmi (LU), *Heide Museum of Modern Art* in Bulleen (Australia) and *MaGa* in Gallarate, along with participation at the *TTG INOUT fair* in Rimini.

- » **Collaboration with Bottega Veneta:** This collaboration resulted in *The Ark* project. Reimagining the iconic Sacco chair, *The Ark* brings it to life in a playful, yet sophisticated, new form. Unveiled during Bottega Veneta's SS25 show, the collection has quickly become a symbol of innovation and artistry. Commissioned by creative director Matthieu Blazy and crafted by Zanotta, the collection features fifteen exquisitely designed animal-shaped seats that blend comfort, creativity and unparalleled craftsmanship that showcase the highest level of artisan expertise.





VALUE-DRIVEN ORGANIZATION

Building on Haworth Inc.'s dedication, Haworth Lifestyle is guided by a core set of values revolving around client needs, member empowerment, continuous learning, design excellence, governance and transparency, and environmental responsibility.

WE LISTEN TO OUR CUSTOMERS

We apply their insights to our products and services to design inspiring spaces that enrich people's lives and businesses. Together with our partners and distributors, we create value using our talents, expertise and knowledge.

WE RELY ON OUR MEMBERS

Through the boundless potential of empowered and engaged members, we are united in a common vision. Our members bring experience, cultural diversity, and dedication to the customers we serve. We invest in continuous learning intended to help our members flourish.

WE HONOR INTEGRITY

We believe that honesty, transparency, and accountability are the foundation of trust. We build mutually beneficial business relationships, beyond legal and ethical practices, meeting our commitments while upholding our Values.

WE EMBRACE CONTINUOUS LEARNING

In a rapidly changing world, we seek variety of thought and opportunities to expand our knowledge. By applying this learning every day, we transform our business, enhance our performance, and innovate in ways that exceed our customer's expectations.

WE LEAD WITH DESIGN

Our family of businesses has a rich history of design and research from beautiful products to high-performing solutions to inspiring spaces. Our members are encouraged to think creatively, collaborate, and take risks to bring great ideas to fruition.

WE CREATE VALUE

We deliver innovative solutions to satisfy our customers' unmet needs. Our success contributes to the livelihood and growth of our members, their families, our shareholders, and our entire network.

WE WORK TO MAKE THE WORLD BETTER

We think beyond our business to our communities. We cultivate hope for the future by embracing diversity, protecting our environment and creating economic value. In our small way, we help make the world a better place for people to work and live.

OUR SUSTAINABILITY JOURNEY

GLOBAL SUSTAINABILITY CONTEXT



CLIMATE CHANGE: THE INCREASING COST OF INACTION

2024 has already set the record as the hottest year ever, with global temperatures crossing the critical threshold of 1.5°C above pre-industrial levels¹. The financial cost of extreme weather events—floods, storms, and wildfires—has reached trillions of dollars globally, with businesses at growing risk. Policymakers are taking critical action to curb harmful environmental impacts, as seen in sectors such as furniture and textiles. Certain PFAS chemicals, once widely used for their water- and stain-resistant properties, have already been banned under the REACH regulation in Europe due to their long-term health and environmental effects².

Over \$3.6 trillion in damages have been caused by climate-related events since 2000³

- » Between 5% and 25% of EBITDA at risk due to physical climate risks⁴
- » Investing 3% of global GDP in climate action could reduce net GDP losses by up to 15%⁵

HAWORTH LIFESTYLE'S RESPONSE

- » Monitoring environmental impacts to make data-driven decisions
- » Improving energy efficiency to reduce consumption and emissions
- » Setting SBTi targets to align with global climate goals
- » Strengthening supply chain monitoring to involve suppliers in decarbonization efforts

1. Source: Copernicus, Global Climate highlights 2024, 2025

2. Source: European Commission, 2024.

3. Source: WEF, The cost of inaction, 2024

4. Source: WEF, The cost of inaction, 2024

5. Source: Benayad, A. et al., Why investing in Climate Action Makes Good Economic Sense, BCG, 2024

CIRCULAR ECONOMY: SHAPING THE FURNITURE SECTOR WITH ECODESIGN

By 2060, global resource consumption is set to increase by 60%, putting intense pressure on industries⁶. The EU's Ecodesign for Sustainable Products Regulation is leading the charge, enforcing stricter requirements on durability, recyclability, and reparability, thus disincentivizing traditional disposal patterns such as landfilling or incineration. Additionally, the Digital Product Passport and Extended Producer Responsibility (EPR) hold manufacturers accountable for the entire lifecycle of their products⁶. Consumers are taking notice too, being willing to pay more for products that meet sustainability standards, such as being made from recycled materials or having a lower carbon footprint.

- » Global resource consumption to rise by 60% by 2060⁷
- » From 80% to 90% of the EU furniture waste is either incinerated or sent to landfill, with ~10% recycled⁸
- » 80%+ of consumers willing to pay a premium for sustainable products⁹

HAWORTH LIFESTYLE'S RESPONSE

- » Prioritizing high-quality materials that ensure durability
- » Offering solutions to further extend product life through repair and refurbishment, reducing waste
- » Setting ambitious goals to close the loop, ensuring that products are reused, recycled or repurposed at the end of their lifecycle

PEOPLE: THE FUTURE OF WORK IN TWO MAIN CHALLENGES

As the global population ages, the workplace is increasingly becoming a dynamic, intergenerational environment. The presence of diverse age groups brings a wide range of communication styles, values, and workplace cultures. The main challenge lies in bridging these differences to create a more inclusive and productive workforce. At the same time, artificial intelligence is rapidly transforming the way work is conducted. Younger generations, who are tech-savvy and adaptable, are quick to embrace AI's potential, while older generations face greater challenges in reskilling. However, those who are willing to harness the power of AI are positioned to unlock new levels of innovation, productivity, and growth opportunities.

- » The global population aged over 60 is expected to double by 2050, making up 21% of the world's total¹⁰
- » Millennials and Gen Z are more adaptable to AI challenges, while older generations face more reskilling hurdles¹¹
- » AI has the potential to significantly drive innovation and productivity in the workplace¹²

HAWORTH LIFESTYLE'S RESPONSE

- » Fostering an inclusive and resilient work environment where all generations thrive
- » Offering lifelong learning to support skill development at every career stage
- » Adapting employment policies to accommodate evolving workforce demographics

6. Source: European Commission, 2023

7. Source: UNEP, International Resource Panel, 2024

8. Source: European Commission. Circular economy in the furniture industry, 2018

9. Source: PWC, 2024

10. Source: J. Wu et al., Ageism and Intergenerational Dynamics in the Workplace, 2025

11. Source: Unite.AI, How different generations view AI, 2025

12. Source: McKinsey & Company, Superagency in the workplace: empowering people to unlock AI's full potential, 2025

GOVERNANCE: AN INCREASING DEMAND FOR CORPORATE TRANSPARENCY ON ESG

Due diligence legislation is rapidly expanding worldwide, yet progress remains slow. As demand for transparency and traceability grows, investors and policymakers are turning up the heat, pushing for mandatory ESG disclosures under CSRD and SEC climate disclosure rules¹³. In the furniture sector, where global supply chains are complex and far-reaching, scrutiny is intensifying, especially when it comes to sustainable sourcing practices. Regulatory provisions such as the EU Deforestation Regulation (EUDR) are placing stricter controls on supply chains, requiring companies to ensure that products like wood and rubber are not linked to deforestation.

- » Only 34% of large companies address human rights effectively¹⁴
- » Just 22% of large companies excel in traceability¹⁵
- » The furniture sector is facing rising scrutiny over sustainable sourcing and deforestation risks¹⁶

HAWORTH LIFESTYLE'S RESPONSE

- » Progressive integration of the Group-level strategy leveraging on the operational strengths and specific characteristics of brands
- » Progressively adopting certifications and ratings to guarantee compliance and quality
- » Implementing the Code of Conduct to ensure adherence to company standards across the value chain



13. Source: EFRAG, SEC, 2023

14. Source: Business & Human Rights Resource Centre, 2025

15. Source: Business & Human Rights Resource Centre, 2025

16. Source: OConnell, K., 2023 An SME (Small- or Medium-sized Enterprise) is defined by SBTi

METHODOLOGICAL CONSIDERATIONS AND DOUBLE MATERIALITY ASSESSMENT

Haworth Lifestyle's 2024 Sustainability Report is based on the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG).

The Group has voluntarily adopted the new ESRS standards, which are being used by European companies both to meet compliance requirements and on a voluntary basis. This approach ensures that sustainability information is presented in a clear, consistent and comparable way to enable meaningful benchmarking against the performance of other companies.

Where useful, the Report **integrates ESRS** disclosures with indicators for performance measurements derived from the previously used international standard, the **Global Reporting Initiative (GRI)**, along with other **entity-specific information**.

For the full list of data points disclosed in this Report, please refer to the *ESRS 2 IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement* section, available at page 132.

METHODOLOGY CONSIDERATIONS

[ESRS 2 BP-1] [ESRS2 BP-2]

The reporting scope comprises Haworth Italy Holding S.r.l. - which encompasses the Poltrona Frau, Cassina, Cappellini, Ceccotti Collezioni, Karakter, Luxury Living Group, Interni, Zanotta brands - plus JANUS et Cie and Luminaire LLC, and their subsidiary companies (together, the "Group"). Quantitative metrics disclosed in the Report are always based on primary data, unless explicitly noted. For all metrics subject to **approximations** or high levels of uncertainty, the assumptions underlying the calculations are disclosed in the notes of the *Appendix* section. Even when not all brands are included in the reported information, this is explicitly stated in the *Appendix* section.

Every data point included in the Report has been identified as material according to the **Double Materiality Assessment (DMA) carried out during the year**. The assessment covered the entire value chain, including upstream, downstream and own operations. Reporting on policies, actions, targets and metrics focuses on the Group's own operations.

The reporting period follows the **2024 financial year**, from January 1, 2024 to December 31, 2024.

This document marks Haworth Lifestyle's first year of sustainability reporting under the ESRS. Therefore, no historical data is provided and no significant reporting errors are noted in relation to previous reporting periods.

In terms of time horizons, Haworth Group applies the ESRS definitions:

- » **short-term** refers to the period adopted as the reference period for the financial statements;
- » **medium-term** refers to up to five years from the end of the short-term reference period;
- » **long-term** refers to any amount of time beyond five years from the end of the short-term reference period.



DOUBLE MATERIALITY ASSESSMENT

[ESRS 2 IRO-1] [ESRS 2 SBM-3]

In line with CSRD guidelines, in 2024 Haworth Lifestyle completed a Double Materiality Assessment (DMA). The analysis is aimed at identifying the sustainability issues that are most material, i.e., relevant both to the Group's business and to its stakeholders. The DMA evaluates both impact materiality and financial materiality. On one hand, impact materiality follows an **"inside-out" approach** to identify the organization's actual and potential, positive and negative impacts on the external environment, including people. On the other hand, financial materiality takes an **"outside-in" view**, identifying risks and opportunities arising from the external context that affect the Group. The assessment results form the basis of the Sustainability Report disclosures.

Drawing from the comprehensive list of sustainability topics outlined in the regulation (ESRS 1 Appendix A), Haworth Lifestyle identified the most relevant ones through a structured process.

01. Firstly, a desk analysis was carried out. The analysis covered the Group's business model and value chain, the external megatrends, the reports of other companies operating in the sector and comparable industries, and applicable regulatory frameworks. This led to the identification of a short list of potentially material topics.

02. Secondly, the Group identified and documented the actual and potential impacts, risks and opportunities (IROs) related to the identified topics. Each impact was evaluated based on the scale, scope, likelihood of occurrence and remediability. Risks and opportunities were instead evaluated based on the scale of their financial effects and likelihood of occurrence. Subsequently, a materiality threshold was set to identify the most relevant IROs both from an inside-out and outside-in perspective. IROs that exceeded the threshold were deemed material for Haworth Lifestyle.

03. Finally, the analysis was shared with key stakeholders. Internally, the findings were submitted to the assessment of key corporate and brand departments (Human Resources, Operations, Procurement and Internal Audit) to integrate their insights into the analysis. To incorporate diverse viewpoints, external validation was later conducted with three key opinion leaders from the design sector and other industries relevant to the Group. **The final list of sustainability issues identified as material through the previous stages was presented to and validated by Haworth Lifestyle's CEO**, for feedback, sense-checking and reflections on future strategic implications.

THE DMA PROCESS

01 CONTEXT UNDERSTANDING

- Megatrend analysis and business model assessment
- Mapping of the value chain
- Benchmarking against other companies
- Consideration of the regulatory landscape

02 IDENTIFICATION AND EVALUATION OF IROs

- Impact materiality: identification and evaluation of impacts
- Financial materiality: identification and evaluation of risk and opportunities
- Prioritization of IROs and definition of materiality thresholds

03 INTERNAL AND EXTERNAL VALIDATION

- Workshops with key internal departments
- Interviews with Key Opinion Leaders
- Validation

The materiality assessment process led to the identification of seven relevant ESRS topics and sixteen associated subtopics, forming the basis of Haworth Lifestyle's sustainability reporting for this year. The list provides the basis of the sustainability disclosure and will also serve as a reference for defining future actions on the most relevant sustainability issues.

The following table outlines the actual and potential Impacts, Risks, and Opportunities (IRO) identified during the Double Materiality Assessment. These are categorized by topic and sub-topic based on their relevance to the environment, society

or governance. Impacts refer to the effects that Haworth Lifestyle's activities generate externally, influencing the environment, society or stakeholders—whether actual or potential, positive or negative. **Risks and Opportunities** represent the challenges and advantages the Group may experience as a result of external factors, regulatory changes, or market dynamics, which, if realized, could affect the company's business continuity, financial condition, or reputation. For each material topic and subtopics, the Sustainability Report provides disclosure on policies, actions, metrics and targets to mitigate future or current impacts and risks and capture opportunities.

E1 - CLIMATE CHANGE

Sub-topic	IRO typology	Description
Climate change adaptation	Risk	Damage to production facilities and increased restoration costs due to extreme weather events, affecting operational capacity.
Climate change mitigation	Impact	GHG emissions due to the generation of CO ₂ emissions in production, procurement and the use phases (product-related lighting).
	Impact	Reduction of CO ₂ emissions aligned with SBTi targets set by the parent company Haworth Inc.
	Risk	Failure to meet SBTi targets set by the parent company Haworth.
Energy	Impact	Purchase of renewable energy and Guarantee of Origin certificates.
	Opportunity	Reputational and financial benefit from saving and funding opportunities related to energy-efficient activities.

E2 - POLLUTION

Sub-topic	IRO typology	Description
Substances of concern and substances of very high concern	Impact	Use of chemicals classified as substances of very high concern (SVHC) and of concern (solvent-based paints, foams, glues, etc.) in material transformation phases.
	Opportunity	Development of new alternative products that do not use substances of concern.

E5 - CIRCULAR ECONOMY

Sub-topic	IRO typology	Description
Resources inflows, including resources	Impact	Consistent use of raw materials for furniture production, along with the inefficient use of natural resources such as wood, metals and fabrics.
	Risk	Financial risk from the dependence on non-renewable resources, which increases vulnerability to price fluctuations, supply chain disruptions and regulatory pressures involving resource efficiency.
	Opportunity	Long-run reputational benefits and economic savings due to reuse of a percentage of raw materials.
Resource outflows, including products	Impact	Generation of waste at the end of the equipment lifecycle.
	Opportunity	Business opportunities from designing products for recyclability or implementing take-back programs which can reduce resource outflows and create a circular economy model, lowering waste and extending the lifecycle of materials.
Waste	Impact	Negative impact due to the increase in waste production in manufacturing processes caused by inefficient management of incoming and outgoing materials.
	Risk	Financial risk deriving from increased waste disposal costs and regulatory compliance issues, particularly in regions with stringent environmental laws due to high levels of production waste, including scraps of wood, fabric or chemicals.

S1 - OWN WORKFORCE		
Sub-topic	IRO typology	Description
Working conditions	Impact	The adoption of corporate benefits, flexible working hours and collective bargaining agreements positively impacts member productivity, well-being, wages and job satisfaction, while the prevalence of permanent contracts further enhances their economic and employment stability.
	Impact	Negative impact on the workforce due to temporary or permanent physical injury to workers involved in any workplace accident.
	Risk	Reputational damage and sanctions from workplace accidents, job instability, reduced productivity due to inadequate work-life balance policies, and low member satisfaction and retention caused by poor collective bargaining agreements.
	Risk	Financial risk deriving from increased turnover risks due to the lack of secure employment contracts (such as permanent positions).
Equal treatment and opportunities for all	Impact	Positive impact on the skills of the workforce through the presence of training, upskilling and reskilling programs.
	Impact	The lack of equal treatment in terms of geographic and corporate backgrounds, along with gender diversity discrimination and disparities in pay or career advancement, can negatively impact the workforce and member satisfaction.
	Risk	Business damage deriving from the absence of competitive market advantage: innovation can diminish in the event of lack of training initiatives.
S2 - WORKERS IN THE VALUE CHAIN		
Sub-topic	IRO typology	Description
Working conditions	Impact	Inadequate health and safety measures, poor work-life balance, insufficient social dialogue, temporary contracts and inadequate wages within the value chain can negatively impact worker well-being, morale, financial security, job satisfaction and overall workforce cohesion.
	Opportunity	Reputational benefit deriving from long-lasting relationships with key suppliers, mostly SMEs in close proximity to production sites.
	Risk	Reputational risk and sanctions due to non-compliance with the Corporate Sustainability Due Diligence Directive (CS3D) and costs incurred if suppliers do not align with international regulations, Lifestyle Design's requirements and values.
	Risk	Damage if it is found that the company relies on suppliers with a high number of workplace injuries, fatalities or occupational diseases that are not properly monitored.
Other work-related rights	Risk	Reputational damage and legal risks from insufficient oversight and enforcement in the value chain, leading to the presence of child or forced labor, which can result in regulatory penalties, consumer boycotts and significant harm to the company's reputation.

S4 - CONSUMERS AND END-USERS

Sub-topic	IRO typology	Description
Personal safety of consumers and/or end-users	Impact	Guaranteeing secure products through certification and adherence to regulations (due to the Contract business line).
	Risk	Reputational damage from inadequate health and safety measures that affect end-users safety (mainly related to the Contract business line).

G1 - BUSINESS CONDUCT

Sub-topic	IRO typology	Description
Corporate culture	Impact	Dissemination of an ethical corporate culture through tools such as the Code of Ethics.
	Risk	Reputational damage and financial risk from the inefficient implementation of sustainability strategies due to lack of a dedicated governance structure.
Management of relationships with suppliers including payment practices	Impact	Non-payment on time of medium-sized suppliers.
	Risk	Risks linked to poor working conditions, regulatory non-compliance and inadequate oversight can impact reputation, financial stability and workforce cohesion.
Corruption and bribery	Impact	Adequate training on corruption helps prevent incidents and increase awareness of both active and passive corruption cases.
	Risk	Penalties, reputational damage and loss of potential customers or investors, linked to both proven cases of active or passive corruption and failure to maintain anti-corruption training.

OUR SUSTAINABILITY STRATEGY AROUND OUR VALUES

[ESRS 2 SBM-1]

Haworth Lifestyle's commitment to sustainability aligns with the overarching vision of Haworth Inc. and is enriched by insights from the Double Materiality Assessment.

Its sustainability strategy is built around seven key sustainability priorities, providing a **unified framework** across all Group's entities. While maintaining a cohesive approach, this strategy allows each brand the flexibility to develop tailored initiatives and targets that align with its unique business model.

The table below illustrates how our **values**, long-term **sustainability priorities**, and **material topics**—identified through the materiality assessment—are interconnected, shaping our commitments and guiding our actions.



Galaxy pendant lamp by Charles and Ray Eames – Cassina Lighting Collection ph. Paola Pansini

SUSTAINABILITY PRIORITIES AND COMMITMENTS

Value	Sustainability Priority	Material Topic	Material Sub-Topic	Commitment
We work to make the world better	Impact Reduction	Climate Change	» Climate change adaptation » Climate change mitigation » Energy	Combat climate change through energy efficiency initiatives, increased use of renewable energy, and a reduction in greenhouse gas emissions in line with science-based targets.
		Pollution	» Substances of concern and substances of very high concern	Minimize environmental pollution by continuously improving production processes, reducing emissions, and preventing contamination of air, water, and soil through responsible material selection and waste disposal.
We lead with design	Materials and Packaging	Circular Economy	» Resource inflows, including materials » Resource outflows, including products » Waste	Transition to renewable, recyclable, and recycled materials in product design and packaging, prioritizing sustainability, biodegradability, and responsible sourcing.
	Product Circularity			Integrate circular economy principles into product design to extend product life cycles, prevent waste, and enhance recovery and reuse.
We rely on our members We embrace continuous learning	Valuing People	Own Workforce	» Working conditions » Equal treatment and opportunities for all	Foster member well-being through comprehensive welfare initiatives, equal opportunities, and a strong culture of diversity, equity, inclusion, and belonging.
We create value	Transparent Value Chain	Workers in the Value Chain	» Working conditions » Labor-related rights	Ensure ethical, social, and environmental - ESG - responsibility throughout the supply chain by progressively integrating ESG criteria into supplier evaluation and monitoring.
We listen to our customers	Product and service excellence	Consumers and End-users	» Personal safety of consumers and/or end-users	Develop high-quality, safe, and compliant products while actively engaging with customers to enhance service excellence and sustainability performance.
We honour integrity	Strong governance	Business conduct	» Corporate culture » Management of relationships with suppliers, including payment practices » Corruption and bribery	Uphold transparency, ethical decision-making, and accountability while ensuring respect for human rights and responsible business practices throughout all operations and the value chain.



GOVERNING SUSTAINABILITY

[ESRS 2 GOV-2] [ESRS 2 GOV-4] [ESRS 2 GOV-5]

To ensure effective governance and integration of sustainability within operational activities, Haworth Lifestyle has established a Corporate Social Responsibility (CSR) team at Group level.

The team operates within the **Operational Excellence Division**, driving a long-term vision for sustainability while embedding it into the company's daily operations. The CSR Manager reports directly to the Global Head of Industrial Development, ensuring that sustainability remains a key consideration in broader business excellence initiatives.

The key responsibilities of the CSR team include:

01. Developing the Sustainability Strategy

It develops the Group's sustainability roadmap in collaboration with top management, ensuring alignment with evolving global trends and regulatory frameworks.

02. Guiding and supporting brand implementation

It provides strategic direction and hands-on support to brands for the execution of the Group's ESG strategy. It tracks progress against common objectives and defines unified sustainability trajectories. Additionally, the CSR manager steers topic-specific working groups in key areas of the sustainability strategy.

03. Advising and reporting to Leadership and Key Functions

Through regular reporting on sustainability initiatives, it keeps leadership informed and engaged in decision-making processes.

04. Enhancing Sustainability Reporting

It ensures transparency and accountability by establishing clear, effective sustainability reporting mechanisms. It is also responsible for drafting the Group's annual sustainability Report.

05. Providing Brand-Level support

It acts as a resource for brands, offering expertise and guidance on sustainability-related challenges and opportunities.

Additionally, the CSR team serves as a link between Haworth Lifestyle and its parent company, Haworth Inc., ensuring that the Group's sustainability initiatives align with the overarching corporate values and long-term strategic objectives. By maintaining strong connections across entities, the team facilitates consistency in sustainability efforts and reinforces the Group's commitment to responsible business practices. In relation to internal control over sustainability reporting, the CSR team oversees the ESG reporting process, which is then approved by the Chief Executive Officer.

In addition, the Group has established a **Diversity, Equity, Inclusion and Belonging (DEIB) Committee**, comprised of 14 members from the corporate sector and various brands. The Committee is tasked with ensuring that all initiatives are tailored to meet the specific challenges and opportunities across different parts of company.



OUR ENGAGEMENT WITH STAKEHOLDERS

[ESRS 2 SBM-2]

Haworth Lifestyle prioritizes identifying, understanding, and addressing the needs, requirements, and expectations of its stakeholders at the core of its business operations. The Group engages with a diverse range of stakeholders, both internal and external.

Internal stakeholders include members, management, and shareholders, who contribute directly to the operational activities and strategic decision management. **External stakeholders** also play a vital role in shaping the Group's sustainability initiatives and broader impact. They consist in customers, designers, suppliers and subcontractors, local communities, trade unions and associations, universities, research centres and schools, press and media, public entities, and authorities.

Through open dialogue and meaningful collaboration, Haworth Lifestyle ensures that its efforts align with stakeholder expectations, driving growth and long-term value creation.





INTERNAL STAKEHOLDER ENGAGEMENT

Haworth Lifestyle fosters an internal engagement framework, ensuring that its members actively contribute to and align with the Group's sustainability objectives. Members participate in various initiatives promoting well-being, professional development, and engagement through training programs, feedback sessions, and well-being initiatives. Internal communication channels, such as

surveys, intranet updates, and town hall meetings, ensure continuous dialogue and alignment with corporate goals. The corporate management team plays a key role in integrating sustainability into business strategies through governance structures, strategic meetings, executive committees, internal reports, and performance reviews.

EXTERNAL STAKEHOLDER ENGAGEMENT

Haworth Lifestyle actively engages with a broad range of external stakeholders, including clients, suppliers, designers, and public authorities.

To ensure the continuous engagement of key stakeholders, Haworth Lifestyle relies on several channels such as the brands' websites, stores, e-mails and newsletters, events and social media. Suppliers and subcontractors are involved in the efforts to progressively include ESG topics in sourcing.

Haworth Lifestyle's is committed to creating value not only for the business but also for the local communities it serves. By actively reinvesting a portion of the value generated, the Group ensures that those who contribute to and are affected by its operations benefit directly. The most relevant community engagement activities carried out during the year are presented in the next pages.

POLTRONA FRAU'S COMMITMENT TO FOOD WASTE REDUCTION WITH FOODBUSTERS

In 2024, Poltrona Frau renewed its collaboration with volunteer organization Foodbusters, to recover surplus food from its corporate events. In 2024, **30kg of surplus food were donated**. Foodbusters recovers excess food and redistributes it to local charitable organizations that assist people in need, using compostable containers and moving with electric vehicles.

CASSINA'S CONTRIBUTION TO EDUCATION, HUMAN RIGHTS, AND INCLUSION

In memory of the designer, architect and artist Gaetano Pesce, for its Holiday Season Greetings, Cassina sent a sketch of the *Notturmo a New York* sofa to a selection of its stakeholders accompanied by a **donation to the Enaip Lombardia Foundation** whose headquarters are locally situated in Cantù (Lombardy, Italy). This foundation encourages individual education in the design sector, emancipation and social inclusion, an institution to which the Maestro and his family had particularly close ties.

For the annual auction of valuable lots lead by **Christie's** ("Be the Hope"- Annual RFK Human Rights Italia Gala & Awards) Cassina donated a Doron Hotel armchair designed by Charlotte Perriand part of the Cassina iMaestri Collection.

During the Fundraising event "**Correva l'anno 1994**" Cassina donated the Tabouret Mèribel by Charlotte Perriand, Cassina iMaestri Collection, for auction by the **Centro Benedetta D'Intino Onlus**, a non-profit organisation that cares for children with severe communication disabilities and children and young people with psychological distress.

CAPPELLINI'S CHRISTMAS GIFT WITH COOP ALICE

For Christmas 2024, Cappellini has chosen to gift to its members a bag that tells a story of circularity, inclusion, and care. The bag symbolizes the company's commitment to "**giving new life**" to materials and creating positive opportunities for people: it has been crafted using an upcycling model, where scrap production fabrics are recovered and transformed into something beautiful and useful.

Created in collaboration with Ethicarei and Cooperativa Alice, the project also has a social impact: it provides work opportunities to women in vulnerable situations, empowering them through craftsmanship and dignity.

CECCOTTI'S STUDY-WORK PROGRAM

In 2024, Ceccotti has continued to nurture its connection with the local community, placing great importance on **preparing the next generation of artisans**, the foundation of craftsmanship. This year, two young talents from a professional school of Art in Cascina (Tuscany, Italy) have participated in a **hybrid school-work program**, combining theoretical learning with on-the-job experience. Under the guidance of Ceccotti's craftsmen, they are being introduced to the delicate **art of production**, ensuring the preservation of time-honored techniques while fostering a new wave of skilled professionals.

JANUS ET CIE'S BEACH CLEANUP, COLLABORATION WITH CORNELIA HOME AND DESIGN COMPETITION

In August 2024, JANUS et Cie partnered with the Surfrider Foundation for a beach cleanup, removing 215 pounds of debris to support ocean conservation and raise awareness about environmental threats. This event also encouraged responsible choices, such as using reusable materials over single-use plastics, fostering behaviour change for a healthier planet.

To support local communities, JANUS et Cie collaborates with small businesses. In 2024, the brand continued its partnership with **Cornelia Home**, a woman- and Black-owned business, to develop the "Sun Kissed Candles" line, featuring a fragrant orange blossom scent that celebrates Southern Californian roots. Moreover, a portion of the proceeds supports Little Pink Houses of Hope, assisting individuals facing breast cancer. The initiative also builds on the partnership with Wake Enterprises, a non-profit that provides employment to adults with intellectual and developmental disabilities, who helped inspect and inventory the candle components.

To support young people within the community, JANUS et Cie carries out an **annual global student design competition**, opening doors to young, aspiring talents from 46 universities worldwide, fostering a community of innovation and design excellence.

LUMINAIRE'S "SOUVENIRS OF A FORGOTTEN PAST"

In February 2024, Luminaire hosted the exhibition "**Souvenirs of a Forgotten Past**" in Los Angeles, exploring the connection between memory, identity, and design. Through a curated selection of objects and artworks, the show invited visitors to reflect on how forgotten pasts resurface in the present, carrying with them stories of cultural and historical significance. Each piece served as a "souvenir" of a lost history, demonstrating how design can transcend aesthetics to convey deeper meanings. The exhibition continued Luminaire's commitment to bridging tradition and modernity, using design as a tool for reflection and introspection.

LUXURY LIVING GROUP'S COMMUNITY ENGAGEMENT INITIATIVES

In New York, Luxury Living Group partnered with the New York Junior League, an organization made up of over 2,500 trained volunteers, for the "**New York Woman League**" charity event. The event aimed to empower women and strengthen communities through volunteerism, with the League actively supporting women, children, and families in need. A total of 120 guests attended in support of this cause.

Additionally, a **conference with design psychologist Donatella Caprioglio** took place in Paris in 2024, hosting roughly 50 designers and industry professionals.

ZANOTTA'S DONATION TO CENTRO BENEDETTA D'INTINO ONLUS

Extending the philanthropic endeavors, in July 2024, Zanotta donated a Sacco Chair to the **Centro Benedetta D'Intino Onlus** to support a fundraising initiative for children with psychological difficulties.



OUR COMMITMENT TO THE ENVIRONMENT

Environment

WE WORK TO MAKE THE WORLD BETTER

We think beyond our business to our communities. We cultivate hope for the future by embracing diversity, protecting our environment and creating economic value. In our small way, we help make the world a better place for people to work and live.

ENERGY EFFICIENCY AND EMISSIONS REDUCTION

[ESRS 2 SBM-3] [ESRS 2 IRO-1]

In general, the furniture sector heavily relies on energy, with emissions arising from manufacturing processes, logistics, and facility operations. Through the Double Materiality Assessment, the Group has identified

energy efficiency and emissions reduction as key priorities, both in terms of environmental impact and financial materiality. For additional details, see the Double Materiality Assessment section.

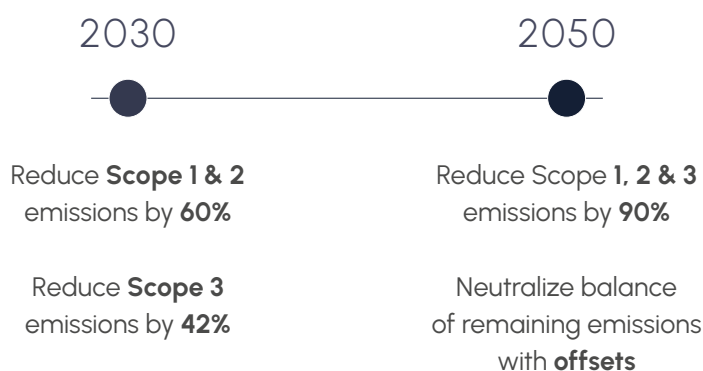


A GROUP-WIDE APPROACH

[ESRS 2 GOV-3] [E1-1] [E1-2] [E1-3] [E1-4]

Haworth, Inc. and its affiliates are committed to achieving **100% renewable energy sourcing for electricity for manufacturing facilities by 2025 and net zero emissions by 2050**. Advancing climate accountability requires strong commitment and collaborative efforts, both within facilities and across the supplier network. For this reason, Haworth Inc. prioritizes continuous improvement in procurement,

manufacturing and logistics to ensure that operations are optimized for efficiency while minimizing their long-term environmental impact. **It has endorsed a comprehensive decarbonization strategy in alignment with the Science Based Target initiative (SBTi)**. Already in 2023, the parent Group became the first in the high-end furniture industry to receive approval on its targets.



Scope 1: direct emissions from natural gas and fuel for the company fleet

Scope 2: indirect emissions from electricity usage

Scope 3: indirect emissions from activities occurring upstream and downstream the **value chain**. These mainly include emissions from purchased goods and services, outbound transportation and product end-of-life.

THE SCIENCE BASED TARGET INITIATIVE

The SBTi is a non-profit organization founded through a collaboration between the Carbon Disclosure Project, the United Nations Global Compact, the World Resources Institute and the Worldwide Fund for Nature. It provides companies with a defined path to reduce emissions in line with the Paris Agreement goals of limiting temperatures

increase to 1,5°C compared to pre-industrial levels. Defining science-based targets is fundamental for companies to address upcoming regulatory pressures from the EU, which calls for disclosure on decarbonization strategies in line with the goal of the 2015 Paris Agreement to keep global temperature rise below 1,5°C before 2100.

To contribute to the achievement of the ambitious objectives set by Haworth Inc., Haworth Lifestyle closely monitors emissions and is in the process of developing a roadmap to reduce Scope 1, Scope 2 and Scope 3 emissions.

In addition to its medium-term actions aimed at achieving the 2030 target, Haworth Lifestyle has established a common set of guidelines and quick actions to reduce energy consumption across all its brands.

VAC
Install centrally-commanded temperature controls for heating and air conditioning systems
HEATING
Reduce the number of hours the heating system is run per day
Shorten the heating period during the year
Reduce the heating temperature in winter
Stop heating warehouses
Switch-off the heating in all offices at the end of the regular working day
Install heat pumps as the preferred heating system
COOLING
Increase the A/C temperature during summer
Shorten the period of the year during which the air-conditioning system is on
Reduce the daily operational hours of the air-conditioning system
Install industrial ceiling fans
LIGHTING
Install central light controls and automatic light sensors
Introduce 100% LED lighting

As of today, the Group has not implemented a **remuneration structure** that links climate-related considerations to the compensation of its administrative, management or supervisory bodies.

Haworth Lifestyle recognizes that a significant portion of its environmental impact lies within its supply chain (scope 3). As a result, the Group is taking steps to guide its suppliers toward reducing emissions.

PARTNERING WITH SUPPLIERS TO REDUCE EMISSIONS

Suppliers adhering to the Haworth Inc. **Supplier Code of Conduct** are expected to establish **systems to measure and minimize greenhouse gas (GHG) emissions**.

Suppliers are expected to set GHG emissions reduction targets for Scope 1, Scope 2 and, where applicable, Scope 3, in line with the SBTi approach and criteria. They are also strongly encouraged to commit to net-zero value chain emissions by 2050 at the latest. Progress toward these targets should be driven by energy efficiency improvements, increased use of renewable electricity and engagement with their own supply chains.

2024 PROGRESS AND ACTIONS

[E1-3]

To reduce emissions and improve energy efficiency, the Group and brands are implementing initiatives based on optimizing industrial processes, integrating renewable energy sources and enhancing digital energy monitoring systems.

ENERGY EFFICIENCY INITIATIVES

Haworth Lifestyle prioritizes the use of renewable energy. 100% of the electricity purchased in Italy comes from renewable sources. American brands and stores outside Italy are also transitioning toward renewable energy, where feasible. **Overall, in 2024, 53% of procured electricity comes from renewable sources.**

Lighting efficiency improvements have played a crucial role in reducing electricity demand. LED technology, which generally consumes 75% less electricity than incandescent bulbs¹⁷, has been widely adopted across brands. Luxury Living's facility in Forlì, Italy, has launched a large-scale LED transition project covering 12,000 square meters, scheduled for completion in early 2025. This upgrade will enhance energy efficiency, reduce electricity consumption and lower utility costs. The new LED lamps also provide improved lighting quality, longer lifespans and minimize waste through fewer replacements. Similarly, Luminaire's warehouse in Miami has completed a re-lamping project to lower ambient temperatures and reduce air conditioning needs, leading to an overall decrease in energy consumption. Reinforcing its commitment to efficiency, Luminaire is

implementing further energy-efficient upgrades and operational improvements across locations, aiming for a 20% reduction in electricity consumption per site within twelve months. In addition to infrastructure enhancements, the initiative includes a member awareness campaign on energy conservation practices to foster smarter energy use in the workplace.

Beyond lighting, brands are also improving thermal efficiency. Luxury Living has replaced external doors at its Forlì production site to reduce heat dispersion and enhance insulation. At Cassina's Busnelli facility, new window fixtures and ongoing building maintenance have significantly improved energy efficiency and acoustic performance. Additionally, at Cassina's Tre Venezie site, the integration of heating and water circuits has optimized energy consumption by consolidating operations under a single, more efficient boiler system.

FROM PROCESS TO PRODUCT CARBON FOOTPRINT

As part of its commitment to decarbonization, Haworth Lifestyle is focus on reducing emissions associated with the production of core items. Poltrona Frau Residential and Poltrona Frau Interiors In Motion are at the forefront of this process and have launched dedicated projects to measure and assess the carbon footprint of their products, paving the way for more conscious manufacturing practices.

17. Source: U.S. Department of Energy, Led Lighting (accessed on 03/06/2025).

POLTRONA FRAU'S LCA INITIATIVES, BESPOKE 4.0 AND FERMOTECH PROJECTS

In 2024, Poltrona Frau Residential performed **Life Cycle Assessment (LCA)** on nine products to map their environmental footprint, including Scope 3 emissions. To develop materials with lower environmental impacts and ultimately reduce the carbon footprint of its products, the brand strengthened existing partnerships and initiated new collaborations. Over the past three years, the brand has been **collaborating with tanneries** to develop chromium-free Pelle Frau® Impact Less leather to make the production process less harmful to the environment. During the year, Poltrona Frau reinforced its long-standing partnership with Università Politecnica delle Marche - UNIVPM (Marche, Italy),

through the **Bespoke 4.0 project**, that was initiated in 2023 and financed through public funds (NRRP). It involves developing a tool to rapidly assess the carbon footprint of components, thus creating an aid for the design phase. In 2024, the brand has also initiated a **collaboration with FermoTech**, a research spin-off of Università Politecnica delle Marche - UNIVPM, setting the stage for innovative research initiatives in 2025. The collaboration will explore opportunities for recovering and reusing natural waste materials, while equipping Poltrona Frau's staff with specialized training in Life Cycle Assessment (LCA) to enhance the reliability of internal sustainability evaluations.

POLTRONA FRAU INTERIORS IN MOTION'S LCA INITIATIVES AND R&D ENGAGEMENT

In 2024, Poltrona Frau Interiors In Motion Business Unit launched several initiatives to reduce the environmental impact of its products. The brand strengthened its commitment by conducting LCAs with tanneries to assess the environmental footprint of selected products. This initiative aims to identify materials with the greatest impact and explore alternative sourcing, particularly by reducing chemical usage in leather production. By analyzing how different materials and processes affect various impact categories, Poltrona Frau Interiors In Motion is developing a model to extend LCA coverage across all its products.

Additionally, the Poltrona Frau Interiors In Motion Research, Innovation, and Design team has been actively working to minimize environmental impact. This includes expanding the team dedicated to carbon footprint calculations, which is essential for identifying areas for improvement and tracking progress toward carbon reduction goals. Furthermore, the team is developing solutions to reduce product weight without compromising quality. These advancements will contribute to the creation of an economic valuation methodology, allowing different design options and materials to be assessed not only based on traditional economic metrics but also on their environmental impact.

OPTIMIZING LOGISTICS

Outbound logistics at Haworth Lifestyle are centrally managed to ensure top-tier service for clients while leveraging the Group's scale and synergies. Operating globally, Haworth Lifestyle directly manages logistics and delivery across the EU and US markets through carefully selected partners.

In Asia, the company primarily operates on an ex-works basis, where the client's logistics provider collects products directly from the warehouse. Currently, logistics services for Asian clients end at the outbound warehouse in Italy. However, the Group plans to extend its reach in this region by managing the entire shipping process, including direct deliveries.

To improve efficiency, Haworth Lifestyle collaborates with a carefully selected group of logistics providers to consolidate and transport

shipments across all its brands. This approach maximizes cargo space, reduces costs, and streamlines transportation.

The company's service offerings vary by sales channel:

In business-to-customer (B2C) transactions, deliveries go directly to the final client, often with installation services ("white glove service").

In contract sales, logistics are handled on a case-by-case basis, tailored to specific client needs.

The Group's centralized warehouse is strategically located to improve distribution routes. In 2023, it became the first logistics hub in Europe to achieve LEED Platinum certification, recognizing its commitment to sustainability and operational excellence.

CASSINA'S WORK TO STREAMLINE LOGISTICS

In 2024, Cassina made significant improvements to its production and logistics operations, enhancing efficiency and sustainability across its facilities. At the Tre Venezie woodworks location, the installation of an in-house painting facility eliminated the need for external service providers. This change reduced logistics-related emissions and increased production efficiency. At the Lentate site, an additional 4,500 square meters of warehouse space was acquired, streamlining inbound and outbound logistics while improving overall efficiency.

Cassina has also implemented a comprehensive warehouse reorganization and digitalization project to enhance operational efficiency. The integration of digital tracking has improved inventory management, optimized picking activities, and reduced rental

costs. By streamlining internal storage, Cassina has minimized handling and transport requirements, reducing inefficiencies.

By 2025, the reduction in weekly transport frequency is expected to generate CO₂ savings, cost efficiencies, and improved time to market. When fully implemented, the initiative, will lead to a cost saving of approximately 30%.

Additionally, the implementation of a Manufacturing Execution System (MES) in Cassina's woodwork production facility has improved workflow oversight, resource allocation and production planning, ensuring better operational efficiency and lower energy consumption.

ENERGY CONSUMPTION AND EMISSIONS

[E1-5] [E1-6]

Through the implementation of energy efficiency measures, process optimizations and the transition to renewable energy sources, the Group has achieved a 13% reduction in overall energy consumption from 2023.

>25%
reduction in Scope 1 and Scope 2
emissions from 2021 baseline¹⁸

E1-5 | ENERGY CONSUMPTION AND MIX**PURCHASED ELECTRICITY**

Unit of Measurement	MWh	%
from renewable sources	7,763	53%
from non renewable sources	6,848	47%

	2024
Total energy consumption (MWh)	30,659

	2024
Energy consumption from non-renewable sources	21,530
i. Non-renewable sources (MWh)	14,681
coal and coal products (MWh)	0
diesel for company fleet: (MWh)	2,903
gasoline for company fleet: (MWh)	761
natural gas (MWh)	11,017
other fossil sources (MWh)	0
ii. Consumption of purchased or acquired (MWh)	6,848
Electricity from fossil fuels (MWh)	6,848
Heat from fossil fuels (MWh)	0
Steam from fossil fuels (MWh)	0
Cooling from fossil fuels (MWh)	0
Fossil sources in total consumption (%)	70%

18. The 2021 baseline is calculated as the share of scope 1 and 2 emissions pertaining to the Haworth Lifestyle perimeter within the total baseline defined to set the Haworth Inc. SBTi targets. Haworth Lifestyle baseline values for scope 1 and 2 are, respectively, 4,927 and 2,988 tCO₂e.

	2024
Energy consumption from nuclear sources	0
Nuclear (MWh)	0
<i>Nuclear sources in total consumption (%)</i>	<i>0%</i>

	2024
Total energy consumption from renewable sources disaggregated by:	9,129
<i>i. fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources (Mwh)</i>	0
ii. Consumption of purchased or acquired (MWh)	7,763
Electricity from renewable sources (MWh)	7,763
Heat from renewable sources (MWh)	0
Steam from renewable sources (MWh)	0
Cooling from renewable sources (MWh)	0
iii. Self-generated non-fuel renewable energy (MWh)	1,367
self-generated non-fuel renewable energy (MWh)	1,367
<i>Renewable sources in total consumption (%)</i>	<i>30%</i>

	2024
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	1,367

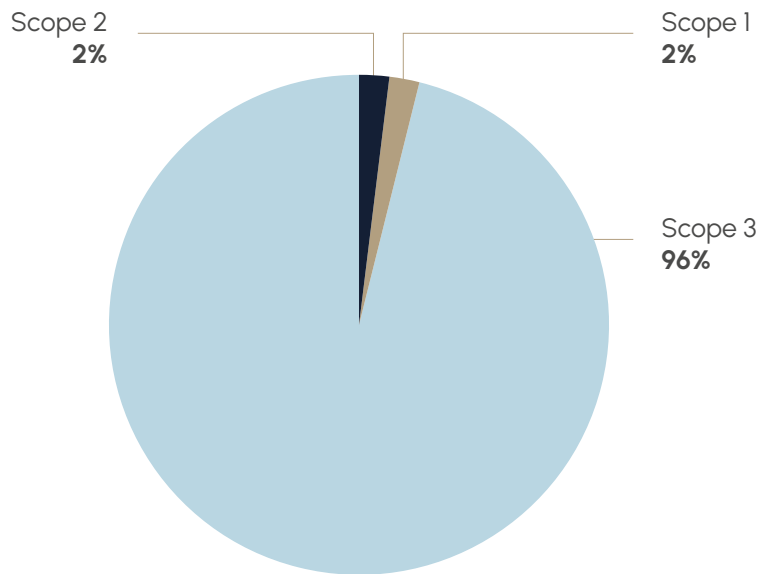
SCOPE 1&2 EMISSIONS		
	Market based	Location based
Unit of Measurement	tons CO ₂ -e	tons CO ₂ -e
Scope 1	2,993	2,993
Scope 2	2,595	4,429
Total	5,588	7,422

In 2024, 30% of Haworth Lifestyle's total energy consumption was met by renewable sources, maintaining consistency with 2023 trends. The remaining energy was derived from fossil fuels, with no energy sourced from nuclear energy. Looking at purchased electricity, 53% of the total need was covered by energy procured from renewable sources. All production centres in Italy are powered by renewable electricity.

These efforts, combined with facility upgrades, smart energy management systems and logistics optimization, have also contributed to a >25% decrease in total emissions from the 2021 baseline.

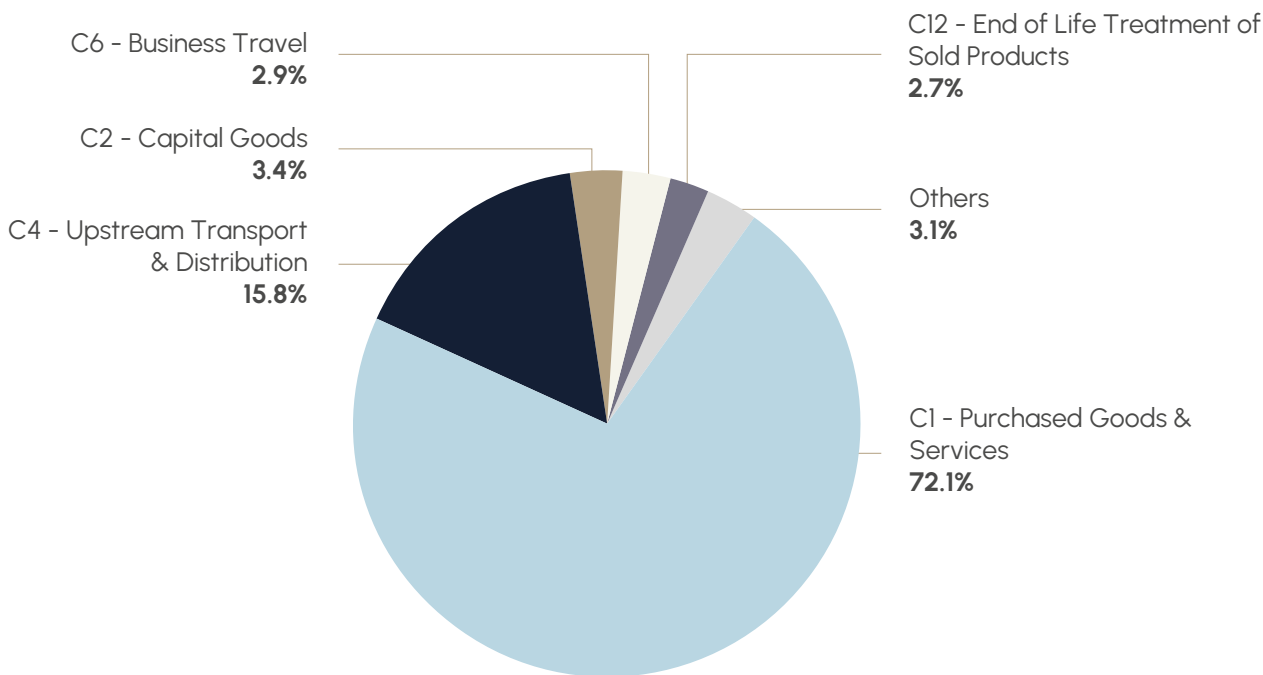
PERCENTAGE OF SCOPE 1,2 & 3 (MARKET BASED VIEW)

In line with the Group's emission profile, in 2024 Scope 1 and 2 emissions represented a small portion of the overall impact.



Most of the Group's impacts occur in the value chain, with Purchased Goods and Services remaining the most relevant category, in line with previous years.

2024 SCOPE 3 EMISSIONS BREAKDOWN



Since Purchased Goods and Services account for the largest share of the Group's emissions, efforts have focused on closely monitoring the relative impact of each sub-category within this area. During the first year of in-depth analysis, particular attention was given to direct materials and semi-finished products, where the Group has greater visibility. Based on this assessment, the most impactful categories, in order of significance, are:

Metals and metals treatment
Leather
Polyurethane
Solid wood and Engineered wood
Plastic and Plastic materials
Fabrics
Paints, solvents and glue
Marble
Paper and cardboard
Glass and Ceramic



WASTE MANAGEMENT

[ESRS 2 IRO-1]

Poor management of incoming and outgoing resources can result in higher waste output, primarily deriving from packaging and production materials. This not only reduces production efficiency but also harms the environment. Through the Double

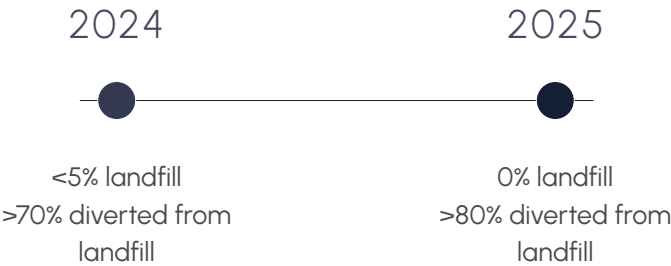
Materiality Assessment, the Group has identified key impacts and risks associated with waste. For more information, please refer to the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[E5-1] [E5-3]

Although Haworth Lifestyle does not have a specific policy regarding waste management, the Group is actively working to reduce waste at the source, maximize recycling, and minimize its environmental footprint. This commitment is seen in the 2025 Zero

Waste to Landfill goal for manufacturing sites and headquarters, along with ongoing efforts to improve waste recovery and circularity. To meet this, Haworth Lifestyle has set intermediate targets:



Waste collection across all brand facilities is managed by third-party companies, who dispose of it according to the material type and the municipal disposal system. In line with Haworth Lifestyle’s suppliers management approach, each brand within

the group is responsible for selecting and overseeing its waste management partners. This oversight enables to enforce responsible waste management practices, allowing brands to closely monitor operations and maintain high environmental standards.



2024 PROGRESS AND ACTIONS

[E5-2]

Haworth Lifestyle's brands are in the process of aligning with the Group's objectives and action plan, by advancing novel solutions to divert waste from landfill.

A significant step is represented by the resale initiatives of leather offcuts, initially pioneered by Poltrona Frau and later adopted by Cassina and Zanotta. These brands collaborate with strategic partners to recover surplus leather from production and transform it into new marketable products. From Poltrona Frau's leather leftovers alone, over 1,000 merchandising items have been produced. Furthermore, Zanotta sold 29% of leather scraps and 44% of hide scraps from its production process, to an external operator¹⁹, while Cassina repurposed nearly 42.4 tons of leather in 2024.

Ceccotti Collezioni has also implemented circular economy practices by using wood scraps from production to generate energy for heating its facilities. The scraps are collected, vacuumed, and then incinerated, effectively repurposing waste and improving material efficiency. Through this initiative, **the brand repurposed 116 cubic meters of wood scraps in 2024.**

Concerning the waste separation processes, in 2024, **Cappellini** improved processes at its Lentate plant, increasing recycling efficiency. New waste separation rules were implemented throughout the 5,000 square-meter facility, so that production waste can be disposed of primarily as plastic, cardboard and mixed materials. This initiative, along with awareness-building efforts, led to a **70% reduction in monthly mixed waste**. Cappellini's commitment to sustainability and waste management was also further reinforced by the renewal of its ISO 14001 certification in September 2024. In addition, since 2022, Cappellini has transitioned from paper-based price lists to fully digital versions, reducing printed marketing materials by 50% annually. **Luxury Living** has also completed

preliminary activities for the installation of a **new compactor at its Forlì plant** (Emilia-Romagna, Italy) to improve waste management. The new system will enhance efficiency by compressing recyclable waste before it is transported for recycling, thus reducing waste volume and optimizing storage and transport.

In 2024, **JANUS et Cie reinforced its commitment to waste reduction and recycling through its partnership with Shred-it**. As part of this initiative, the company successfully obtained the Certificate of Environmental Accomplishment, being able to recycle 7.12 tons of materials, reducing its environmental footprint and preserving nearly 50,000 gallons of water.

Another initiative aimed at supporting the Group's commitment to reducing waste while improving recycling, even at corporate offices and stores, is **Luminaire's** commitment to **eliminating single-use plastics**. The company is transitioning to biodegradable alternatives for packaging and use in the offices. This initiative aims at 100% replacement of single-use plastics and a 30% reduction in overall plastic waste within the next 12 months. Furthermore, the brand is working to set up recycling stations.

RESOURCE OUTFLOWS

[E5-5]

In 2024, Haworth Lifestyle's brands generated a total of 1,968 tons of waste, of which 86% was diverted from disposal. Of this waste, 60% was recycled, while 40% was prepared for reuse or underwent other recovery options. As for the types of waste, non-hazardous waste accounted for 96% of the total. No radioactive waste was generated during 2024.

42.4 tons
of leather repurposed
by Cassina

¹⁹ Zanotta's data remained consistent with 2023 trends as it is based on the percentage impact on purchases to an equal volume of business between 2023 and 2024.

E5-5 | RESOURCE OUTFLOWS

2024 CONSOLIDATED		
Unit of measure	kg	%
Total waste generated	1,967,844	
Total waste diverted from disposal (including waste prepared for reuse, recycled, or subject to other recovery operations)	1,686,427	86%
<i>of which hazardous</i>	<i>20,887</i>	<i>1%</i>
<i>of which non-hazardous</i>	<i>1,665,540</i>	<i>99%</i>
Total waste directed to disposal	281,417	14%
<i>of which hazardous</i>	<i>48,997</i>	<i>17%</i>
<i>of which non-hazardous</i>	<i>232,420</i>	<i>83%</i>
Specific breakdowns of total waste*		
Total waste non recycled	956,460	49%
Total amount of hazardous waste and radioactive waste generated	69,884	4%

* The total amount of non-recycled waste is the sum of the waste directed to disposal and any waste prepared for reuse, recycled, or subject to other recovery operations. Only the 30% of non-recycled waste was directed to disposal (landfilled, incineration, or other disposal operations).

POLLUTION

[ESRS 2 IRO-1]

The furniture sector can impact both the environment and human health due to the use of chemicals in material transformation processes. Through the Double Materiality Assessment, Haworth Lifestyle has mapped the most relevant impacts and

opportunities associated with substances of concern, including those classified as of very high concern²⁰. For additional details, see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[E2-1] [E2-3]

To mitigate pollution-related impacts across its operations and value chain, Haworth Lifestyle has adopted a structured approach focused on prevention, mitigation, and remediation while ensuring full compliance with international and regional regulations. All brands adhere to key legislative frameworks, including REACH²¹ (Registration, Evaluation, Authorization, and Restriction of Chemicals), as well as California's Proposition 65, TSCA Title IV, and other applicable regulations governing hazardous substances.

Beyond compliance, the Group is actively working to reduce the environmental impact of the materials and components it sources. Cappellini and Cassina have already implemented certified environmental management systems, including **UNI EN ISO 14001**, which ensures a systematic approach to pollution prevention and control, particularly regarding air, water, and soil contamination.

To further strengthen its commitment, Haworth Lifestyle enforces a **Restricted Substances List (RSL)**, shared across all brands, covering over 5,000 chemicals. Additionally, the Haworth Inc.'s group-wide policy on material chemistry transparency ensures responsible material selection and regulatory compliance across all operations.

Haworth Lifestyle is dedicated to reducing and replacing substances of concern, while

progressively phasing out substances of very high concern - especially in non-essential applications and user-facing products. While specific reduction targets are still under development, the Group is following Haworth Inc., which is the process of defining a plan to prevent and mitigate environmental risks. The continuous search for safer materials drives the exploration of less impactful alternatives as they become commercially viable. All brands are also assessing the presence of PFAS-often referred to as "forever chemicals"-which have been linked to water and soil contamination, posing risks to both environmental and human health. In 2024, the brands conducted a thorough screening of their suppliers to verify the potential presence of PFAS (Per- and Polyfluoroalkyl Substances) in the materials and products provided. In all cases where PFAS were identified, suppliers have been actively involved in phasing out the substance by 2025.

In terms of the value chain, Haworth Inc.'s Supplier Code of Conduct requires suppliers to commit to achieving compliance with all applicable environmental regulations, including air, water and land use and disposal regulations. **Suppliers are expected to actively manage their overall environmental footprint, minimize pollution across soil, water, and air and incorporate emergency planning and pollution prevention measures, including noise management.**

20. Haworth Lifestyle has conducted an assessment of its business activities to identify actual and potential pollution-related impacts, risks, and opportunities across its operations. For the analysis, the List of Substances of Very High Concern (SVHC) candidate for authorization, published by the European Chemicals Agency (ECHA), was taken into consideration.

21. On September 19th, 2024, the European Commission has adopted new measures under the REACH Regulation - the EU chemicals legislation - to protect human health and the environment by restricting the use of undecafluorohexanoic acid ('PFHxA') and PFHxA -related substances.



2024 PROGRESS AND ACTIONS

[E2-2]

Controlling and reducing air pollution requires a combination of **advanced technologies, process improvement and material innovation**. A key focus is the implementation of high-efficiency filtration systems to minimize particulate emissions during wood processing, finishing and painting. Haworth Lifestyle's brands are actively pursuing these efforts, not only by adopting advanced filtration technologies but also by eliminating hazardous substances through replacing harmful chemicals in adhesives and coatings.

In 2024, Ceccotti, upgraded its dust extraction systems, replacing older equipment with more efficient filtration technology. Key improvements include a new 22 kW fan motor for enhanced dust collection, an expanded filtering surface area for better air quality and the installation of a new substation with 144 sleeve filters to increase efficiency. Additionally, electropneumatic dampers that automatically adjust airflow to optimize energy consumption have been integrated into the woodworking department.

Beyond individual brand initiatives, effective process improvements and material innovations require collaboration across the entire value chain. **For the past three years, Poltrona Frau Residential has been conducting impact tests on leather tanning processes, gradually transitioning to chrome-free alternatives.** As part of the "Impact Less project", the brand has directly collaborated with tanneries to

develop alternative leather, using tanning processes that minimize chemical usage and environmental impact. Additionally, a Life Cycle Assessment (LCA) study was conducted to evaluate and improve the sustainability of leather sourcing and processing. In 2024, this effort has extended to the Poltrona Frau Interiors In Motion Business Unit, with a project dedicated to developing chrome-free alternatives.

Across the Group, production facilities undergo regular monitoring and preventive maintenance. These measures are particularly critical in enclosed workspaces, where controlling dust and emissions is essential to protecting both worker health and the surrounding environment.

As part of the phase-out process for substances of concern in products, brands are implementing monitoring processes to track the quantities used. In Poltrona Frau, 10,000 kg of VOCs were purchased in 2024, with 4,000 kg emitted into the atmosphere through filtered extraction systems and 3,000 kg generated as waste. For Frau n Motion, 4,000 kg of VOCs were purchased, with 1,000 kg emitted and 2,000 kg generated as waste. At Cassina, 2,060 kg of adhesives and solvents were used in the leather department, with 248 kg released as emissions. The remaining 4,000 kg of VOCs were either captured by abatement systems or dispersed in the production environment.



WE LEAD WITH DESIGN

Our family of businesses has a rich history of design and research from beautiful products to high-performing solutions to inspiring spaces. Our members are encouraged to think creatively, collaborate, and take risks to bring great ideas to fruition.

SUSTAINABLE MATERIALS

[ESRS IRO-1]

The furniture industry depends heavily on materials, making it crucial to prioritize recycled options, responsibly processed resources, or those with inherent durability. Through the Double Materiality

Assessment, Haworth Lifestyle has mapped the most significant impacts, risks and opportunities associated with resource inflows. For additional details, see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH TO SUSTAINABLE MATERIALS

[E5-1] [E5-3]

Haworth Inc. has established a set of sustainability guidelines to shape the Group's production process, starting from material selection and creation phases. Following Haworth Inc.'s **policy on sustainable material sourcing and chemical transparency**, Haworth Lifestyle is committed to responsible material selection and regulatory compliance across all operations. Moreover, the Group's brands are working on collaboration initiatives that explore alternative materials, such as recycled fabrics and

responsibly sourced materials. For example, Cassina has introduced CIRCULAREFOAM®, an alternative to polyurethane and other type of padding produced with 15% recycled polyols.

The following list outlines the core materials utilized across the brands and the related requirements stemming from Haworth Inc.'s policy on sustainable material sourcing and chemical transparency.

MATERIALS	DESCRIPTION	HAWORTH INC. REQUIREMENTS
Wood	Natural material from trees and wood is valued for its strength and aesthetic appeal, used in furniture and decor.	Uses both solid and composite wood, minimizing added formaldehyde levels. User-contact surfaces are sealed to reduce emissions. Many products hold indoor air quality certifications.
Fabrics	Materials like cotton and synthetics, chosen for texture and design in upholstery.	Free of harmful chemicals such as flame retardants, heavy metals and PFAS. Certified by Oeko-Tex and EU Ecolabel. Incorporates recycled fabrics, including marine waste.
Metal	Strong and durable material, which includes varieties like steel and aluminum, used for strength in frames and structures.	Prioritizes steel and aluminum with high recycled content to reduce embodied carbon. Avoids conflict minerals and heavy metals, ensuring compliance with REACH.
Foam	A lightweight material made of small air bubbles trapped in a solid or liquid, often used for cushioning, insulation and packaging.	Eliminates halogenated flame retardants and ozone-depleting foam propellants like CFCs and HCFCs. Flame retardants are only used where required by regulations (e.g., CAL133).
Plastic	A synthetic material, plastic is lightweight and versatile, used in various components.	Focuses on recyclable plastics (PA, PP, PE, GF PA6, POM). Labels plastic parts over 50g for recycling. Phasing out PVC and harmful phthalates; most product lines are PVC-free.
Adhesives & Bonding	Materials used to join two surfaces together through a chemical or physical process, creating a strong bond between them.	Minimizes adhesives, favoring solvent-free options like water-based and hot-melt adhesives. Designs products for easy disassembly, prioritizing mechanical bonding.
Surface Finishes	Treatment or coating applied to a material's surface to improve its appearance, durability or functionality, such as texture, color or resistance to wear.	Eliminates toxic substances like hexavalent chromium. Promotes safer alternatives such as trivalent chromium plating and powder coatings to reduce chemical emissions.
Electronic Components	Small parts used in electronic devices, such as resistors, capacitors and transistors, that help control and direct the flow of electricity.	Complies with RoHS regulations, restricting heavy metals, phthalates, and PBDEs. Actively working to phase out PVC in electrical applications.
Packaging	Materials used to protect, contain and label products for transport, storage and sale, often designed to preserve the product and provide information.	Prioritizes renewable, recyclable or compostable materials, including FSC/SFI-certified corrugated cardboard. Reduces single-use plastics and improves recyclability.
Glass	Used to introduce transparency and to convey a light and contemporary touch in complex design elements such as tables and lighting fixtures.	No requirements at this time.
Leather	Leather is used to create durable and stylish products for furniture and accessories.	No requirements at this time.
Marble	A natural stone with unique patterns and colors, marble is used in our products for its elegance.	No requirements at this time.
Polyurethane and other types of padding	Polyurethane foam is commonly used for cushioning used in seating, offering comfort and support.	No requirements at this time.

To further strengthen its commitment to responsible material selection, the Group aligns with Haworth Inc.'s sustainability goals, including the progressive switch to sourcing of 100% of wood from traceable

sources. Additionally, the Group will progressively implement the requirements of the **EU Deforestation Regulation (EUDR)**.

2024 PROGRESS AND ACTIONS

[E5-2]

In order to align with Haworth Inc.'s targets for sustainably sourced and created materials, Haworth Lifestyle's brands have undertaken various initiatives, ranging from the development of lower-impact materials to the creation of new technologies.

POLTRONA FRAU JOURNEY THROUGH PELLE FRAU® IMPACT LESS, PELLE FRAU® SOULFUL, AND PELLE FRAU® RE-SADDLE

In 2022, Poltrona Frau introduced **Pelle Frau® SC Impact Less**, an innovative material processed with chromium free components, resulting in approximately a 10% reduction in CO₂ emissions compared to Pelle Frau® SC traditional process of tanning, re-tanning, and finishing. In addition to removing chromium from the tanning process, this leather ensures a 15% reduction in overall chemical usage and a 10% decrease in water consumption compared to Pelle Frau® SC, while being sourced in a traceable and certified way. The brand has set a goal to incorporate Pelle Frau® Impact Less program across all its products by 2030.

In 2024, Poltrona Frau's R&D department developed an exclusive version of its Pelle Frau® Impact Less tailored for the automotive sector. This leather is tanned using tannins derived from the wastewater of olive pressing, covers the interiors of Alfa Romeo's 33 Stradale. During the last edition of the Paris Motor Show in October 2024, Poltrona Frau and Alfa

Romeo presented the special edition of the Archibald armchair and the two-seater sofa, both designed by Jean-Marie Massaud and upholstered in the exclusive Pelle Frau® Pure Nappa Impact Less.

In 2024, the brand introduced **Pelle Frau® Soulful Impact Less**, an evolution of the previous Frau Soul leather. The new version uses a free of chrome tanning process. The new collection features twelve colors, seven of which completely new. In addition, the Impact Less project has led to the creation of **Pelle Frau® Re-Saddle leather**, made from the company's leather scraps. These are turned into fibers, combined with recycled PET mesh, and finished to create a leather-like material. This leather is composed of 59% recycled leather fibers, 9% recycled polyester and 32% other materials. It has a lower CO₂ value (9.8 kg/m²) compared to the Poltrona Frau's traditional color system ColorSphere (13.3 kg/m²) and reduces water usage by 90% compared to standard processes, with 95% of the water being recycled.

CASSINA LAB AND THE NEW RESPETTO® MIX TECHNOLOGY

Continuous research in material innovation is offered by Cassina in the Cassina **LAB initiative**, born of the partnership between Cassina and the Poli.Design consortium of the Politecnico University in Milan. The main objective is to identify new solutions in the remodeling of existing materials and technologies.

The ongoing pursuit of increasingly innovative solutions led to the announcement, in 2024, of a new project **utilizing Respetto® Mix technology** to

give new life to production waste. Such technology combines mechanical recycling, industrial automation and materials technology for processing post-consumer and post-industrial textile waste. Thanks to this innovative process patented by Maria Silvia Pazzi, founder of Regenesi, Cassina will transform its discarded materials into new material resources to be used in the manufacture of its products, based on circular economy principles.

CAPELLINI'S USE OF RECOMPLAX®

Cappellini curated the layout of the first gOOOders flagship store with Design Differente, using "Ecofai" vases made from recycled waste powder and Break tops in Recomplax®, a material produced by Gees Recycling. Recomplax® is a material created with re-agglomerated particles. Thanks to thermoset

plastic materials recycled under RFM® patent, it resists humidity and extreme conditions and can be processed like wood. It is used in prefabricated modules, furnishings, and components for retail, indoor and outdoor furniture, and accessories.





TAHOE TABLE BY JANUS ET CIE

JANUS et Cie has finalized the launch of its Tahoe Universal **Table Series, inspired by Lake Tahoe and celebrating its Californian roots**. Consistent with JANUS et Cie's dedication to environmental sustainability, the natural premium teak used for this collection is sourced from responsibly managed plantations in Thailand and represents **the** first collection to be produced with FSCTM teak. With its clean lines and minimalist design, this product reflects

the beauty of Lake Tahoe and fits seamlessly into any indoor or outdoor space, combining practicality with elegance. The collection includes two rectangular dining tables, a square dining table, a cocktail table and a side table, inspired by the modernist Parsons Table by designer Jean-Michel Frank. Made from natural teak, the clean lines highlight the material's natural beauty.

LUXURY LIVING GROUP'S FUTURA

An example of an innovative approach is FUTURA Fabric, a type of polyurethane fabric that mimics the appearance of leather but without the use of solvents or PVC. The textile backing of FUTURA is

made from plant-based materials including sugar cane, corn and cellulose, providing an alternative to petroleum-derived products.

Haworth Lifestyle has started the initial mapping process of incoming resource flows. The Group is currently setting a more structured system with a coherent approach across all brands.

SUSTAINABLE PACKAGING

[ESRS 2 IRO-1]

Packaging plays a crucial role in ensuring that our products remain impeccable during transportation and delivery meeting customer expectations, and enhancing brand image. While packaging waste accounts for a significant share of global material consumption-representing around 40% of plastic and

50% of paper use²²-it remains essential to ensuring that high-quality furniture reaches customers intact, preserving its value and longevity. For additional details, see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[E5-1] [E5-3]

To maintain high-quality standards, a Group-wide initiative has been launched by the Corporate Operational Excellence division, aimed at collecting the expertise of all the Group's brands to develop best-in-class packaging solutions.

The primary objective is to create functional, cost-effective, and environmentally responsible packaging that meets product requirements while minimizing waste. To achieve this, a **cross-brand working group** was established, bringing together technical managers from each brand. By sharing their expertise, brands have contributed to defining the optimal packaging archetype for each product category.

Additionally, in alignment with Haworth Inc.'s global goal of achieving **100% sustainable packaging**, Haworth Lifestyle is integrating the selection of responsibly sourced materials certifications, and labels that will help reducing environmental impacts. This proactive approach enables the Group to anticipate future European and national regulations on packaging while working in synergy with the sustainability team.

Currently, the engineering phase is in progress, with multiple departments collaborating to ensure optimal performance and a reduced carbon footprint.

In 2024, Haworth Lifestyle's brands dedicated 99% of their total packaging spending²³ to renewable, reusable, recyclable or compostable packaging.

22. Source: European Commission, Green Deal mettere fine allo spreco degli imballaggi, promuovere il riutilizzo e il riciclaggio, 2022 (accessed on 02/17/2025).

23. Interni and Luminaire are retailers with no production, so no data on direct purchases of packaging can be provided (the finished product, including packaging, is purchased). The data provided for Poltrona Frau and Poltrona Frau Interiors In Motion refer to the 2023 figures due to recent changes in the EPR systems, which made it difficult to obtain updated data. As a result, the 2024 values have been estimated based on the 2023 figures, as there has been no significant variation in total purchases.

2024 PROGRESS AND ACTIONS

[E5-2]

Brand efforts focus on minimizing wood and plastic use, enhancing cardboard durability and streamlining packaging logistics.

Ceccotti Collezioni has enhanced the thickness of externally certified cardboard while transitioning away from OSB (Oriented Strand Board) wood cages. Similarly, **Luxury Living Group** is replacing wood packaging with cardboard for most products.

Furthermore, the Group has decided to invest in in-house custom cardboard packing machines—already in use at Cappellini—for all its major production facilities in Meda, Forlì, and Tolentino. This initiative aims to eliminate the purchase of standard cardboard boxes from external suppliers by enabling the internal production of tailor-made boxes for each product. As a result, material consumption and logistics volume will be reduced. Further sustainability-driven packaging innovations include the adoption of biobased polyethylene sacks for blankets and throws

and paper pallets for chairs and armchairs, replacing conventional PVC sacks and wooden pallets. In 2024, Cappellini mapped all collection products and reassessed their packaging solutions. The brand eliminated shaped polystyrene in favor of cardboard or other recycled and recyclable materials, including LDPE containing 95% recycled content.

In addition, multiple brands, including Poltrona Frau, Cassina, Zanotta and Cappellini use FSC™-certified cardboard. For Cappellini's continuous packaging modules, the cardboard is 100% certified, and Poltrona Frau has also increased its share of **FSC cardboard**.

Beyond cardboard solutions, the Poltrona Frau Interiors In Motion launched a pilot project in late 2023 for returnable molded plastic packaging. Research is also underway to identify more sustainable alternatives to materials like **bubble wrap**, including options incorporating recycled content.



CIRCULAR DESIGN

[ESRS 2 IRO-1]

In the furniture industry, design is a crucial step in product development, influencing not only the aesthetics of the product but also its durability, functionality and end-of-life management.

To minimize the impacts of poor end-of-life management, a clear opportunity lies in creating products that are designed from the outset to be

easily disassembled or repaired. These properties, along with the need to develop products that are easily recyclable, highlight the concept of circularity. Through the Double Materiality Assessment, Haworth Lifestyle has mapped the most significant impacts and opportunities associated with circular economy. For further details, see the *Double Materiality Assessment* section.

A GROUP-WIDE APPROACH

[E5-1] [E5-3]

To progressively integrate Circular Design Principles across the Group, Haworth Lifestyle has developed and implemented the **"Guidelines for Sustainable and Circular Product Design"**—a shared framework to support all brands in this transition while anticipating upcoming international regulations on sustainable furniture. These guidelines define key priorities, including resource efficiency, responsible material

sourcing, modular construction for easier assembly, disassembly, and maintenance, as well as end-of-life strategies for reuse and recycling.

Aligned with Haworth Inc.'s 2025 commitment, the Group is advancing toward mapping the circularity potential for all new products, defining a baseline for future improvement.

2024 PROGRESS AND ACTIONS

[E5-2]

The Group is making important strides by progressively incorporating circular design principles across its brands, with an emphasis on **metrics, eco-design and strategic collaboration**.

STANDARDIZING CIRCULARITY METRICS

Haworth Lifestyle is standardizing circularity metrics across its brands by integrating structured assessment tools. The goal is to foster innovation in product development and to reinforce the Group's leadership while minimizing greenwashing risks. Starting in 2025, the Group will be collaborating with **MATREC**, a leading expert in material sustainability and circularity. A key element is the adoption of **CircularTool**, a methodology validated by Bureau

Veritas, which helps assess the circularity potential of materials and products. **The tool provides quantifiable circularity metrics, generates a final project report,** and will be functional for the definition of a circularity baseline for new products, setting the basis for the definition of future targets.

THROUGH DURABILITY, DISASSEMBLABILITY AND REMOVABLE COVERING

Haworth Lifestyle's approach to circular design focuses on creating products that last and can be repurposed over time. This strategy is built on three key features that define the brand products to ensure they remain useful well beyond their initial use.

LONG-LASTING QUALITY FOR DURABILITY

Haworth Lifestyle focuses on using **high-quality materials and timeless design** to ensure products are durable, maintaining both their aesthetic and functionality over time. As a result, many products are given a second life in vintage and modern antique markets.

To uphold this commitment to long-lasting quality, brands within the Group carry out a range of tests, such as the Martindale abrasion test on leather and fabrics, to assess their resilience against wear. These tests help ensure that the materials maintain their strength and appearance, even after extensive use, to provide customers with reliable, durable products. Additionally, the Group supports long-term product use by keeping spare parts available, even for older models. **Poltrona Frau** provided refurbishment, reuse, resale, donation and recycling initiatives and services,

reaching approximately 37,000 kg of products in 2024²⁴. Moreover, each year, the company provides approximately 1,000 replacement parts. Similarly, **Ceccotti Collezioni** focuses on repairing and restoring products to extend their lifespan, refurbishing around 30 items in 2024. **Zanotta** also offers circularity services and provided 270 spare parts, 120 replacements and 55 repairs in 2024 alone.

DISASSEMBLABILITY FOR SIMPLE REPAIRS AND ENHANCED RECYCLABILITY

In 2023 and 2024, specific products have started to be designed for easy disassembly, allowing for simple repairs and a longer lifespan. At the end of use, components can be efficiently separated for recycling or upcycling, reducing environmental impact. Notable examples include the Bay Gate, the Dudet Sofa and Dudet Armchair, and Za:Za sofa.

BAY GATE BY POLTRONA FRAU

The Bay Gate seating system by Foster + Partners is designed for modularity and disassemblability, ensuring ease of maintenance, customization and end-of-life recyclability. Its steel crossbeam structure with adjustable feet provides a sturdy yet adaptable foundation, while the nylon shell, seat, and backrest, are available in multiple colors.

The system allows for easy separation of components to allow for efficient repair and replacement. The seat padding, available as a **removable PAD**, features polyurethane foam with a Pelle Frau® Colorsphere

leather or fabric cover, ensuring comfort and durability. Optional armrests, HPL black center and end tables, and removable accessories, including power outlets, USB ports, and wireless charging, further enhance functionality and flexibility.

By integrating disassemblable elements, Poltrona Frau reinforces its commitment to conscious design, extending product longevity and facilitating material recovery.

24. Estimation based on the number of interventions carried out in 2024.



DUDET SOFA AND DUDET ARMCHAIR BY CASSINA

The evocative and architectural design of *Dudet* by Patricia Urquiola was presented this year with two new models that preserve the unique aesthetic and enveloping comfort of the small armchair launched in 2021. Like its predecessor, the soft and welcoming shape of the *Dudet Sofa* and *Dudet Armchair* offers a responsible approach as it can be easily disassembled, confirming once again the company's commitment to the environment. Thanks to Cassina's

intensive research and development process, an innovative system has been applied that, based on the circularity concept, allows its metal structure to be separated from the polyurethane foam padding that is made with a percentage of polyols derived from biological sources, thus facilitating the recycling of its materials. The sofa and armchair's upholstery can also be removed thanks to the gray or black zip that runs along the inner arch of its legs.

ZA:ZA SOFA BY ZANOTTA

Conceived with the goal of enhancing recyclability and sustainability in upholstered products, **the *Za:Za's* core is a metallic skeleton that supports anthracite-color polyester straps that are mechanically attached to create a cradle for the upholstered elements.** The armrests, backrest and seat are tailored to cover the frame and straps almost entirely, attached with snap buttons for easy removal. The internal padding, made of non-removable regenerated and regenerable polyester, includes two types of softness: polyurethane for the lower or rear part of the cushion and regenerated polyester microspheres for the upper or front part. These materials, derived from recycled PET bottles, ensure that no adhesives are needed for assembly, making each component separable and recyclable. The entire sofa is covered

with a range of sustainable fabrics, such as *Testura* (35% cotton, 41% recycled polyester and 24% recycled cotton), making *Za:Za* completely removable and more sustainable.

During the 2024 Milan Design Week, Zanotta unveiled the new ***Za:Za Max* sofa**, created in collaboration with the Venetian design duo, Zaven. Following the success of the original *Za:Za* sofa introduced in 2022 and awarded the prestigious XXVIII **Compasso d'Oro** for design excellence, *Za:Za Max* embodies the same values that earned its predecessor this recognition. The modular elements offer endless configuration possibilities, enhancing flexibility and encouraging more mindful use of space.

REMOVABLE COVERING FOR EASY MAINTENANCE

By allowing for simple updates, such as replacement of fabric covers, Haworth Lifestyle ensures that

its products can adapt to changing tastes and environments with ease. A prime example is the Cappellini Lud'o Lounge.

LUD'O LOUNGE BY CAPPELLINI

As a result of collaboration with renowned designer Patricia Urquiola, Lud'o Lounge stands as a testament to innovative design, exemplified in its removable covering. Constructed with a recycled plastic shell through rotational molding, the Lud'o Lounge is a masterpiece of comfort and versatility. This design chair is entirely recycled and recyclable, making every component, from the base to the padding, a

statement on valuing materials anew. Notably, its design features allow for remarkable adaptability, including a drawstring and hook-and-loop fastener closure, which ensures easy removal on even leather models for cleaning or renovating. The drawstring beneath the headrest padding introduces a deliberately soft and rucked fabric effect, enhancing the chair's aesthetic appeal and comfort.

PARTNERING FOR CIRCULARITY

The journey toward a circular economy goes beyond creating sustainable products: it involves building strategic partnerships that give materials a second life.

POLTRONA FRAU WITH LEGAMBIENTE: FROM WASTE TO WORK

In collaboration with Tolentino's "Il Pettiroso" Legambiente club, the brand launched the traveling exhibition "From Waste to Work", transforming wood waste into art to showcase how materials considered "waste" can be reborn in new forms. Installed along

Tolentino's nature reserve, the Ponte del Diavolo River Park, the pieces highlight the cyclical nature of the environment, where nothing is wasted, and everything finds a new balance.

AGHILI'S FANTASTICAL WORLD AT SPAZIO CAPPELLINI MILANO

During Milan Design Week 2024, the Cappellini store on Via Borgogna showcased how discarded materials can take on new life through design. Elham M. Aghili, a young designer committed to sustainability

and upcycling, created floral compositions for Cappellini using warehouse remnants from Vimar1991, a textile company specializing in fancy yarn production.

LUMINAIRE X BY LUMINAIRE

Luminaire X represents an initiative that invites **the discovery of warehouse items, showroom displays and unique exhibition pieces**. This service provides access to a curated selection of high-end design objects, with a particular focus on giving new life to items that would otherwise become waste. In this

way, Luminaire X not only highlights rare pieces but also promotes a sustainable approach to design by reducing waste and transforming what might otherwise be discarded into unique and sought-after works, ready to live on in new environments and projects.





BUILDING EXCELLENCE TOGETHER

Social

WE RELY ON OUR MEMBERS

Through the boundless potential of empowered and engaged members, we are united in a common vision. Our members bring experience, cultural diversity and dedication to the customers we serve. We invest in continuous learning intended to help our members flourish.

OUR MEMBERS' WELL-BEING

[ESRS 2 SBM-3]

A safe, supportive workplace is fundamental to both individual and organizational success. Through our Double Materiality Assessment, Haworth Lifestyle have identified key workforce-related impacts and

risks. For further details, refer to the sections Double Materiality Assessment and Our Engagement with Stakeholders.

A GROUP-WIDE APPROACH

[S1-1] [S1-5]

Innovation and creativity stem from the talent and vision of members. The company focuses on empowering individuals and protecting their rights, while fostering active involvement in development activities. These efforts support both personal growth and collective progress.

Currently, the Group does not have a formal policy in place. However, it follows the values and principles

set by Haworth Inc., which are reflected in the **Member Code of Conduct**. This document outlines expected behavior, ensuring integrity, fairness and accountability in all business interactions. It applies to all members, contractors, consultants and any other parties representing the Group. As of today, the Haworth Lifestyle has not set any specific targets on members, yet it is working on setting them.

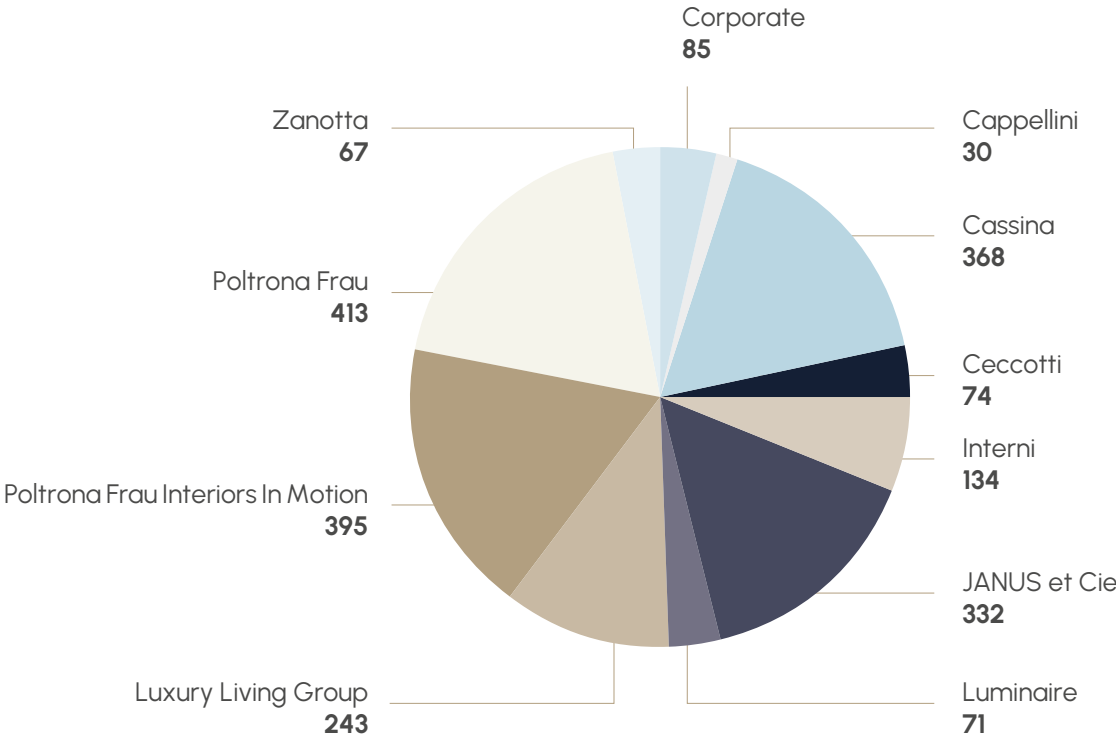
2024 PROGRESS AND ACTIONS

OUR MEMBERS IN NUMBERS

[ESRS 2 SBM-2][SI-6] [SI-7]

Haworth Lifestyle can count on **2,212 members**, the majority of which based in Italy and the United States, representing 74% and 19% of the workforce, respectively.

MEMBERS BY BRAND



MEMBERS BY COUNTRY



Workforce stability is evident, with 93% of members holding permanent contracts, while 7% have fixed-term contracts in 2024. Additionally, 76 non-members, including self-employed contractors and

temporary agency workers²⁵, contribute across Italy, the United States, the Czech Republic, and South Korea.

SI-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

2024 CONSOLIDATED				
Gender*	Male	Female	Other	Total
Number of employees (n.)	1,204	1,007	1	2,212
Number of permanent employees (n.)	1,124	927	1	2,052
Number of temporary employees (n.)	80	80	0	160
Number of non-guaranteed hours employees (n.)	0	0	0	0

*Gender as specified by employee themselves.

SI-7 | CHARACTERISTICS OF NON-EMPLOYEES IN THE UNDERTAKING'S OWN WORKFORCE

2024 CONSOLIDATED				
Gender*	Male	Female	Other	Tot
Total non-employees (n.)	36	33	0	76

*Gender as specified by employee themselves.

ENSURING MEMBER WELL-BEING

[SI-2] [SI-4] [SI-10] [SI-15]

Haworth Lifestyle ensures fair and competitive wages, aligning compensation with industry benchmarks and regulatory requirements. The Group also guarantees the right to social dialogue and collective bargaining, ensuring member voices are heard in workplace policies and rights discussions.

To safeguard the well-being of its members, Haworth Lifestyle goes beyond regulatory compliance by offering additional guarantees designed to enhance workplace conditions and member support.

To support work-life balance, in 2024 the Group maintained a Smart Working Policy, offering eligible members one day of remote work per week, prioritizing those with family or health-related needs. The policy aims to enhance company performance by offering members the flexibility to choose their work location.

Furthermore, in accordance with the local laws of each country in which the Group operates, 100% of members are entitled to parental leave. In 2024, 6% of Haworth Lifestyle's members took family-related leave.

25. NACE Code N78.

S1-15 | WORK-LIFE BALANCE METRICS¹

Gender*	2024 CONSOLIDATED			
	Male	Female	Other	Tot
Employees entitled to take family-related leave over total employees (%)	100%	100%	100%	100%
Employees that took family-related leave took family-related leave over total employees (%)	4%	8%	100%	6%

Gender*	2024 CONSOLIDATED			
	Male	Female	Other	Tot
Entitled employees that took family-related leave over total employees (%)	4%	8%	100%	6%

1. With the aim of increasing transparency, the data for 2024 include non-employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years.
 2. Karakter's data is included in Cassina's one.

NEW SUPPLEMENTARY AGREEMENTS

In 2024, both Cassina and Ceccotti Collezioni renewed or implemented supplementary agreements designed to enhance member well-being. For instance, Cassina increased the company performance bonus to €2,700 per member and extended it to interns who are later hired. Other initiatives include extra contributions to the ARCO pension fund, a solidarity time bank, and nine

additional hours of paid medical leave per year. Ceccotti Collezioni's agreement also includes a solidarity time bank for members in need, higher overtime pays, improved canteen support, and life events bonuses (e.g., births and weddings). The agreement also offers internships for members' children, paid leave for medical visits and free breast cancer and prostate disease screening.

INTERNAL ENGAGEMENT

Haworth Lifestyle evaluates the well-being of its members through an annual engagement. The 2024 survey saw 89% participation, with a 65% engagement score. In line with 2023, this year's survey included questions on diversity, incorporating DEIB into the assessment.

To recognize members who exemplify the Group's values, the Dick Haworth Values Award, first introduced in 2023, was relaunched. Members can

nominate colleagues, including those from different brands within the organization. The top nominations are presented by Dick and Matthew Haworth. In 2024 16 winners were rewarded with a wooden award, a signed values card and an opportunity to visit Haworth headquarters in Holland (US).

In addition to the initiatives carried out at Group level, Haworth Lifestyle brands implemented a range of welfare initiatives tailored to the specific needs of each region.

CORPORATE RUN

On Sunday, March 24, 2024, the members from the Corporate took part in Stramilano, a popular race in Milan. Nineteen employees ran together for 10 km, supporting and motivating each other every step of the way. This shared effort perfectly the power of

teamwork and connection, both on the course and in the workplace. By pushing each other to keep going, they not only reached the finish line but also strengthened their bonds, proving how team spirit can carry a team further-together.

CASSINA'S SPECIAL SALE

In addition to being recognized as a "Top Employer" for 2024, Cassina organized various activities to engage its members, including the **Special Sale event**. During this event, Cassina members had the chance, on a voluntary basis, to take on different roles from their usual tasks. Even those from outside the sales department played an active part, contributing significantly to the Retail team's success in exceeding

the event's sales target by 20%. The brand also organized a guided tour for its department members within its and Zanotta's stores, offering an exclusive preview of the products set to debut at the Salone del Mobile. The tour, called **Salone del Mobile Product Preview**, was led by members of the Marketing and Research & Development teams, who were responsible for the creation of the new products.

ENHANCING INTERNAL COLLABORATION AT CAPPELLINI

Cappellini relocated to its new headquarters in Lentate sul Seveso, a move that enhanced the integration of various brand functions previously spread across two locations. The new office

environment is brighter and more functional, contributing significantly to the well-being of members by providing a more conducive and collaborative workspace.

LUMINAIRE'S CORPORATE RUN, SUSTAINABILITY CALENDAR AND THE PTO BIRTHDAY POLICY

Luminaire participated in the Lexus Corporate Run, an event organized by Lexus to promote a healthy and active lifestyle across professionals. Luminaire's team enthusiastically trained and prepared for this group run, placing wellness at the forefront. In line with this, the company plans to introduce a **Sustainability**

Calendar, dedicating each month to a specific cause related to both environmental responsibility and member well-being. As part of its commitment to member welfare, the company aims to reduce absenteeism by 10% through wellness workshops, mental health support and fitness programs.

OCCUPATIONAL HEALTH AND SAFETY

[SI-14]

Ensuring a safe working environment is a core priority at Haworth Lifestyle. The Group goes beyond the minimum legal requirements for the seek of all its members. The Group monitors potential health and safety risks, keeps members informed and ensures they have the necessary personal safety equipment.

In 2024, 100% of members based in Europe were covered by the Group's health and safety management system.

All Haworth Lifestyle's members regularly take part in training programs designed to equip them with the knowledge and skills necessary to maintain a safe working environment for themselves and their colleagues. These programs include basic safety education, covering the essential principles of workplace safety, risk assessment and the correct use of safety equipment. This ensures that every team member understands his or her role in preventing accidents and injuries to create a culture of safety at every level of daily operations.

This proactive approach has resulted in a low work-related injury rate, with only 24 cases reported in 2024. 22 injuries occurred among members, leading to an injury frequency rate of 11, with 1,039 days lost due to work-related incidents. Two cases of work-related ill health were reported, but no work-related fatalities occurred.

To further support health initiatives that foster member well-being, in 2024 **the Group renewed its partnership with LILT**, the Italian league for the fight against cancer, within the Italian perimeter. This collaboration led to several initiatives, including webinars on male and female cancer prevention and on-site cancer screenings at various locations. During the year, 170 women from brands participated in breast cancer screenings. Looking ahead, a male cancer screening campaign is scheduled for 2025. Additionally, a flu vaccination campaign took place, with 105 members from Cappellini, Cassina, Interni, Poltrona Frau, and Zanotta taking part.

At the brand level, Zanotta participated for the first time in cancer prevention screenings as part of the Group's broader health initiatives, rather than launching a dedicated campaign. Additionally, educational webinars were made available to its members. Ceccotti introduced initiatives such as free health checkups and paid leave for medical exams through its corporate supplementary agreement.

During the year, various health-focused initiatives across the brands within Haworth Lifestyle contributed to a safer work environment.

CASSINA'S JOINERY RENOVATION

Cassina enhanced production capacity and safety at the Tre Venezie joinery through a Lean Manufacturing-driven redesign of the layout. The physical separation between the machining centers and semi-finished assembly areas improved, reducing health and safety risks. Following the renovation,

industrial hygiene monitoring showed no exceedance of the daily exposure limits for hardwood dust, with concentrations well below legal thresholds. Operators now use FFP3 masks with an exhalation valve for respiratory protection.

26. The injury frequency rate corresponds to the number of injuries per one million hours worked.

NEW AUTOMATED CRANE SYSTEM AT CECCOTTI

At Ceccotti Collezioni, **new installations were implemented to improve efficiency and worker safety**. Specifically, an automated crane system was introduced to handle large marble slabs, enhancing operational efficiency while reducing manual handling risks. The facility also upgraded its dust extraction systems, replacing outdated equipment

with high-efficiency filtration technology to improve air quality and lower energy consumption. In the carpentry machining and sanding departments, the installation of high-performance extraction systems and electropneumatic dampers further optimized airflow management, reducing electricity use and emissions.

TALENT ATTRACTION AND RETENTION

[S1-4] [S1-6]

Haworth Lifestyle acknowledges that crafting high-end design furniture requires the best talents in the industry. For this reason, the Group's efforts focus not

solely on member development but also extend into the areas of talent attraction and retention: in 2024, the total turnover rate was 10%²⁷.

S1-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

Gender*	2024 CONSOLIDATED			
	Male	Female	Other	Total
Total number of leaves (n.)	91	120	0	211
Turnover rate (%)	8%	12%	0%	10%

*Gender as specified by employee themselves.

One pivotal initiative that embodies Haworth Lifestyle's commitment to attract top talent is the **Member Referral Program**. The program allows any member to sponsor candidates who possess the necessary skills for an open position within the Group. By rewarding members who successfully recommend new hires, Haworth Lifestyle incentivizes its members to contribute actively to talent attraction efforts, ensuring that the Group continues to welcome individuals who can contribute to its values.

At Haworth Lifestyle, attracting new talent is about more than recruitment—it's about building meaningful connections. **To enhance our presence in the job market, several brands participated in the Career Fair organized by IED** (Istituto Europeo di Design), providing young professionals with insight into our projects, values, and vision.

Strengthening the link between education and industry, **Poltrona Frau joined Talent Harbour**, a career event by NABA (Nuova Accademia di Belle Arti), connecting students and graduates with creative and cultural sector leaders. A key highlight was a talk by our Strategic Merchandising & Special Projects Manager, who shared insights on industry trends and sought-after skills.

Beyond supporting student career development, these initiatives reinforce the Group's commitment to fostering the next generation of talent and strengthening the bridge between education and professional excellence.

27. The turnover is calculated according to the methodology defined by the European Sustainability Reporting Standard (ESRS).

POLTRONA FRAU: EMPOWERING EDUCATION AND CRAFTSMANSHIP

Training and professional development are key opportunities at Poltrona Frau, provided through the **Poltrona Frau Academy** and **Poltrona Frau Digital Academy**. The Academy offers in-person visits to the museum and company, while the Digital Academy provides a dynamic platform with in-depth content. Initially for commercial users and partners, the Academy is expanding to include recent graduates, with the goal of launching an "Accademia dei Mestieri" to teach craftsmanship and attract new talent.

In 2024, Poltrona Frau completed the third edition of the **"Adopt a School"** project, launched in 2021 with the Altagamma Foundation and the Italian Ministry of Education. The program connects technical schools with companies to train new **"Talents of Making"**. This year, in partnership with IPSIA Renzo Frau in Sarnano, the focus was on **"Sustainability to Design the Future,"** where nine students transformed production waste into innovative objects. The initiative highlights Poltrona Frau's commitment to developing new artisans, promoting responsible resource use, and hands-on learning.



CASSINA'S EMPLOYER VALUE PROPOSITION

In 2024, Cassina launched its **Employer Value Proposition (EVP)**, a strategic initiative aimed at enhancing its attractiveness as an employer and reinforcing its commitment to member growth and well-being. With this initiative, Cassina's goal is to attract, retain and empower talent to ensure a fulfilling and inspiring workplace aligned with the company's values and vision.

In the same year, Cassina was recognized as a Top Employer for the first time. This prestigious certification

highlights the company's commitment to providing an excellent work environment by fostering member well-being and promoting professional growth. Achieving this recognition reflects Cassina's dedication to high standards in HR practices and workplace culture. In addition, the Head of the Cassina Research and Development Center contributes directly to nurturing future talent by holding a university course in Industrial Design at the Politecnico University in Milan.

CAREER DAYS BY CAPPELLINI

Cappellini took part in two career days: one held by the **Istituto Marangoni** in September 2024 and another at the Meda employment center in December, both aimed at promoting the brand locally. During the event

at Istituto Marangoni, a promising young candidate for an internship opportunity within the company was also identified.

LUMINAIRE'S APPRENTICE PROGRAM

In 2024, Luminaire launched the Luminaire Apprentice Program, designed to provide new hires with valuable hands-on experience in sales or design. This initiative aims to support their career development and

enhance engagement from the very beginning, ensuring they feel connected and prepared for future growth within the company.

ZANOTTA'S 2024 INITIATIVES: FOSTERING GROWTH AND MEMBER ENGAGEMENT

In 2024, Zanotta introduced a series of initiatives aimed at enhancing talent development and creating a positive work environment. Coordinated by Haworth Inc., the **"Talent Stream"** process identifies high-potential members based on skills, performance and growth potential, and promotes internal mobility for those demonstrating strong commitment. To support this, the **"Engagement Survey"** collects annual feedback from members to assess their satisfaction

and sense of belonging, enabling Zanotta to make improvements where needed. These efforts are complemented by the **"Performance Evaluation"** system, which tracks individual contributions against measurable criteria, ensuring a transparent process that focuses on professional growth and merit-based recognition. Together, these initiatives foster a culture of continuous improvement and internal development.



DIVERSITY, EQUALITY, INCLUSION AND BELONGING (DEIB)

[ESRS 2 SBM-2][ESRS 2 SBM-3]

The absence of equal treatment-whether in terms of location, company background, gender, or career opportunities-can damage member satisfaction and engagement. Through the Double Materiality Assessment, Haworth Lifestyle has identified the key impacts and risks related to its workforce, including those concerning equal treatment and opportunities for everyone. For additional details, see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[SI-5] [SI-9]

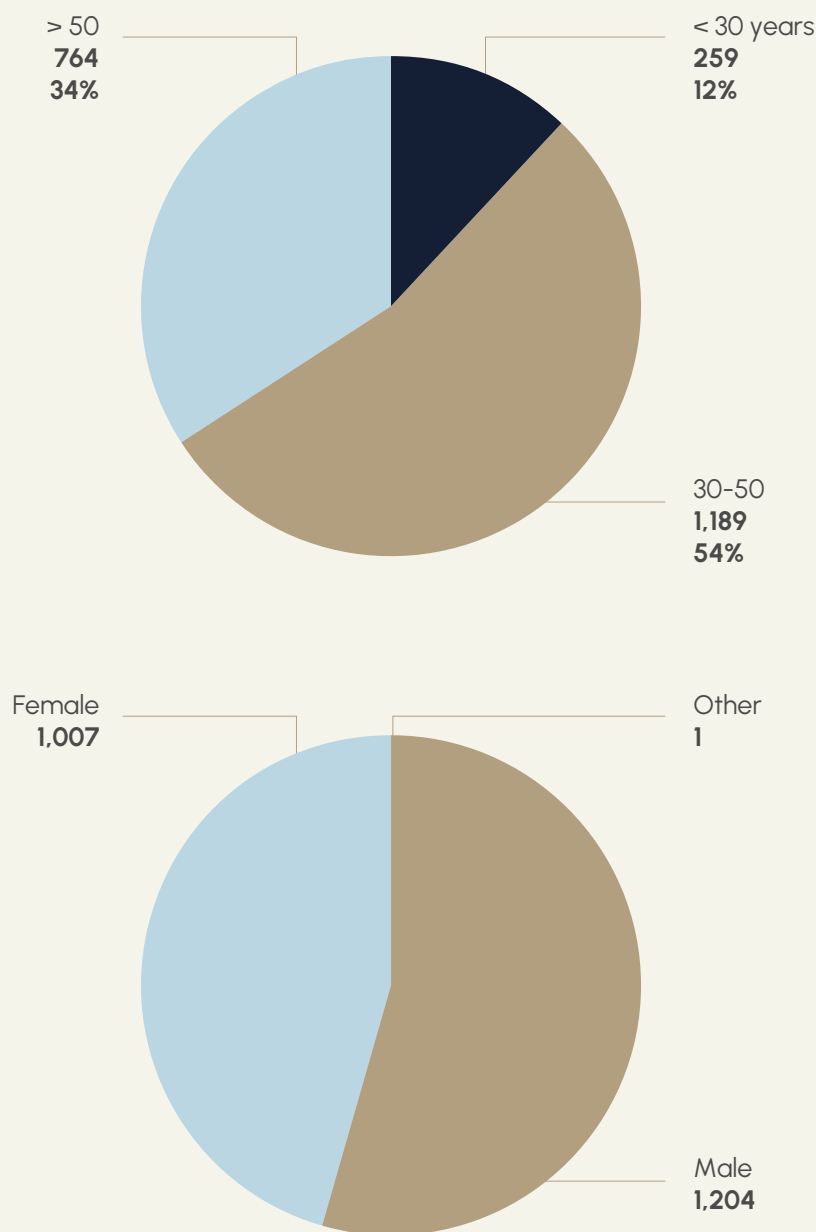
To Haworth Lifestyle, diversity is an asset that enriches the organization, and this is reflected in the member composition. Within the Group, 54% of members are between 30 and 50 years old, 12% are under 30 and 34% are over 50. **Diversity extends beyond age representation to gender balance, with the workforce comprising 54% men and 46% women**, maintaining an almost equal distribution.

SI-9 | DIVERSITY METRICS

GENDER DISTRIBUTION AT TOP MANAGEMENT		2024 CONSOLIDATED	
Unit of measure		n.	%
Total Top Management		11	100%
Male		9	82%
Female		2	18%



MEMBERS BY AGE GROUP AND BY GENDER



With the goal of fostering a diverse, equitable and inclusive environment, the DEIB Committee unites members from various corporate segments and distinct brands. Comprising individuals from a wide array of departments - including production, sales & customer relations, retail and technical areas such as quality engineering and industrial development - the Committee provides a broad and in-depth perspective on DEIB issues. This multifaceted composition ensures

that strategies are comprehensive and aligned with the challenges and opportunities of each business area, enabling the Group to adapt and respond effectively to evolving needs.

In terms of targets, Haworth Lifestyle is in complete alignment with the commitment of Haworth Inc. to **increase female leadership representation by 40% by 2025.**

2024 PROGRESS AND ACTIONS

[S1-4] [S1-16]

In 2024, Haworth Lifestyle continued its journey toward Diversity, Equity, Inclusion, and Belonging (DEIB) by encouraging its members to reflect on personal biases. To support this effort, the company developed and shared tailored toolkits—one for employees and another for managers—designed to help identify, analyze, and address biases. This initiative aims to foster a more aware and inclusive company culture, equipping all team members with practical resources to drive meaningful change.

The Group's efforts to raise awareness on diversity and inclusion have contributed to a positive outcome: no discrimination reports have been recorded from team members to date.

Different brands have taken concrete steps to foster a more inclusive corporate culture. **Cassina**, for example, has made significant improvements in key engagement and company culture indicators: the **Diversity & Inclusion Index** increased from 59% to 68% compared to last year, and **engagement survey participation** rose to 90%, up from 85% in 2023. Cassina has also demonstrated support for the professional growth of women, fostering equitable development: 44% of job rotations and 57% of promotions involved women. On the managerial front, Cassina reached

48% women in leadership positions, surpassing the initial target of 45%. Furthermore, 30% of Cassina's management team is composed of women, meeting the set objective.

JANUS et Cie has reinforced its commitment to DEIB by introducing **monthly calls**, each focusing on a specific topic to deepen awareness and promote an inclusive work environment.

In 2024, Haworth Lifestyle continued its journey toward Diversity, Equity, Inclusion, and Belonging (DEIB) by encouraging its members to reflect on personal biases. To support this effort, the company developed and shared tailored toolkits—one for employees and another for managers—designed to help identify, analyze, and address biases. This initiative aims to foster a more aware and inclusive company culture, equipping all team members with practical resources to drive meaningful change.

The Group remains committed to fair and equitable compensation, continuously monitoring pay structures to identify and address disparities. **In 2024, the gender wage gap within Haworth Lifestyle stood at 20%.**

S1-16 | REMUNERATION METRICS PAY GAP AND TOTAL REMUNERATION

GENDER PAY GAP		2024 CONSOLIDATED
Male vs Female		20%



WE EMBRACE CONTINUOUS LEARNING

In a rapidly changing world, we seek variety of thought and opportunities to expand our knowledge. By applying this learning every day, we transform our business, enhance our performance and innovate in ways that exceed our customer's expectations.

MEMBER TRAINING AND DEVELOPMENT

[ESRS 2 SBM-2][ESRS 2 SBM-3]

Training, upskilling, and reskilling programs have a positive impact on the development and enhancement of the workforce's skills. Through the Double Materiality Assessment, Haworth Lifestyle has

identified the key impacts related to its workforce, including those concerning member training and skills development. For further details, see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[SI-5]

Haworth Lifestyle takes a **holistic approach to training and development**, investing in educational initiatives that support sustainable growth and promote a culture that values each member's potential. The

Group is also fully committed to achieving **100% participation in member development programs** that are aimed at advancing both individual and organizational sustainability.



2024 PROGRESS AND ACTIONS

[S1-4] [S1-13]

Throughout 2024, each member participated in an average of 4.5 hours of training covering a broad range of topics, including soft and managerial skills. Training courses are accessible across the Group via

a number of channels, including the **Member Central platform**, which enables members to enhance their skills at their own pace, while tracking progress and providing feedback.

S1-13 | TRAINING AND SKILLS DEVELOPMENT METRICS

EMPLOYEES THAT PARTICIPATED IN REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	2024 CONSOLIDATED			
	Male	Female	Other	Tot
Gender*				
Employees evaluated (n.)	640	680	0	1,320
Total employees (n.)	1,167	1,028	0	2,195
Total employee evaluated (%)	55%	66%	0%	60%

*Gender as specified by employee themselves.

ASPIRING LEADER AND MANAGEMENT DEVELOPMENT PROGRAMS

Originating at Haworth Inc. and involving all brands, the program is designed to provide aspiring leaders with essential leadership skills, preparing them for future supervisory roles. Open to all members, the Aspiring Leader Program (ALP) is designed to develop an individual's potential and prepare him or her for future leadership opportunities. It is a year-long, intensive development experience that combines classroom training, self-paced learning and group projects. In 2024, six members participated, further enhancing their readiness for leadership roles.

Similarly, the Management Development Program is a one-week intensive course focused on enhancing leadership skills, decision-making, communication and cross-cultural collaboration. Bringing together participants from around the world, it offers the opportunity to network with professionals from different brands within the organization.

Together, these programs help develop the leadership capabilities needed to effectively manage teams in a global environment.

POLTRONA FRAU PRESENTS "ATELIER DEI SAPERI": A PROJECT TO PASS DOWN CRAFTSMANSHIP EXCELLENCE TO FUTURE GENERATIONS

Poltrona Frau strengthens its commitment to preserving and transmitting the artisanal expertise that has defined the company for over a century through the "**Atelier dei Saperi**" training program. This initiative debuted with Poltrona Frau's first external training course, developed in collaboration with the **GOL** (Garanzia Occupabilità Lavoratori) program an Active Labor Policy initiative designed to promote employment and professional reskilling.

The course trained **Leather Goods Modelers**, a role that combines theoretical knowledge with hands-on expertise across the entire production process, from cutting and sewing to upholstery. Participants

achieved an **EQF Level 4 qualification** upon completion.

The program spanned **500 hours** and was conducted within the company, guided by **internal trainers, retired "Master Upholsterers" with decades of experience at Poltrona Frau, and employees from various Business Units.**

Through this initiative, Poltrona Frau reaffirms its active role to **supporting employment and professional development in the local community.**

A SMART APPROACH TO PERFORMANCE MANAGEMENT

To ensure effectiveness in training, Haworth Lifestyle encourages all members to define and document their annual goals on the “Member Central” platform by April each year. Goals serve as guiding principles, allowing members to outline their professional aspirations while ensuring alignment with both personal development and the Group’s strategic objectives.

Each goal must be **SMART**:

- » **Specific**, well defined, clear and unambiguous;
- » **Measurable**, with specific criteria that quantify the progress toward the accomplishment;
- » **Achievable**, attainable and not impossible to accomplish;
- » **Realistic**, within reach, feasible and relevant to company purpose;
- » **Timely**, within a clearly defined timeline ideally achievable by the end of the year.

Haworth Lifestyle conducts mid-year and end-of-year reviews to assess progress. In 2024, 60% of brand members participated in performance and career development reviews. To drive performance and growth, the Group also applies Management By Objectives (MBO) and incentives tied to specific goals.

Haworth Lifestyle has created a **Talent Streaming Mechanism** to expand internal career opportunities. Once members meet the required qualifications, they are encouraged to apply for positions that are open. This system helps identify talent for higher-responsibility roles within their brand or across the Group, supporting internal mobility and career growth. It also strengthens talent retention by providing clear pathways for advancement.

SI-13 | TRAINING AND SKILLS DEVELOPMENT METRICS

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE	2024 CONSOLIDATED			
Gender*	Male	Female	Other	Tot
Hours of training provided (n.)	5,335	4,456	0	9,791
Total employees (n.)	1,167	1,028	0	2,195
Average training hours per employee (n.)	4.6	4.3	-	4.5

*Gender as specified by employee themselves.



STRENGTHENING OUR SUSTAINABILITY CULTURE

To reinforce sustainability culture, Haworth Lifestyle fosters targeted initiatives designed to raise awareness and educate members.

In 2024, Poltrona Frau organized a circularity-focused session for all its members, then postponed to January 2025. Led by the Head of the Technical Department in collaboration with an external partner, the session aimed at enhancing awareness of sustainable practices and the principles of a circular

economy. It also introduced the upcoming regulatory changes related to the introduction of ESPR (Ecodesign for Sustainable Product Regulation).

Alongside the external partner, efforts are under way to map the **circularity potential of products**, identifying opportunities for reducing waste and extending product lifecycles. This collaboration marks a significant step toward integrating circularity into design and operations to reinforce sustainability at every stage of product development.

LUMINAIRE: PROMOTING SUSTAINABILITY AND COMMUNITY ENGAGEMENT

Luminaire intends to launch an initiative aimed at **educating members on sustainability practices and fostering community engagement**. This will involve quarterly training to enhance the members' understanding of sustainable practices, alongside organizing three volunteer events each year to support local causes.

The success of the initiative will be measured by achieving 75% member participation in the sustainability training and organizing three volunteer events annually. The program is set to begin with a pilot launch in Q4 2025, marking the company's commitment to sustainability and social responsibility.



WE CREATE VALUE

We deliver innovative solutions to satisfy our customers' unmet needs. Our success contributes to the livelihood and growth of our members, their families, our shareholders and our entire network.

RESPONSIBLE VALUE CHAIN

[ESRS 2 SBM-3]

Haworth Lifestyle works with a structured network of business partners. By monitoring supplier conduct, it ensures responsible sourcing and high-quality products. At the same time, fair business practices

help build strong and lasting supplier relationships. For further details on the main impacts, risks and opportunities associated with its value chain see the Double Materiality Assessment section.

A GROUP-WIDE APPROACH

[GRI 204-1]

Haworth Lifestyle is committed to upholding integrity, transparency and responsibility across its entire value chain, including its suppliers. Suppliers provide raw materials and semi-finished products essential to manufacturing, such as wood, leather, fabrics, foam for upholstery and packaging materials. Some also supply finished products, with the Group overseeing design, material selection, quality control and distribution.

Cassina exemplifies this attitude towards transparency and responsibility through proactive supplier monitoring and a strong focus on client satisfaction. By fostering collaborative relationships, it ensures traceability and reliability across its supply chain, providing comprehensive information on raw material origins, production processes and product specifications.

The Group adopts a strategic approach to supplier selection and management that prioritizes local partnerships. In 2024, **90%** of brand purchases came from local suppliers²⁸.

To further drive accountability, Cappellini has developed a supplier matrix highlighting key

environmental considerations, including the percentage of suppliers that hold certifications (e.g., FSC). The expansion of the supplier questionnaire, which now integrates additional sustainability criteria, enables the Product Department to access structured ESG data, thus improving oversight and supporting the Group's responsible sourcing strategy.

These initiatives support the Group's commitment to progressively 100% screening of Tier 1 suppliers based on ESG Criteria criteria.

THE "SHOULD COST" MODEL

The "should cost" model is a strategic tool used by the Group to estimate the expected price of a product. The analyses serve as a strategic tool to estimate and benchmark a product or component expected price, considering several cost dimensions and thresholds modelled according to the relevant category—including labour, materials, overhead, administrative expenses, and margins. This data-driven approach ensures fair pricing, confirming that the cost of components—and, by extension, the price charged to customers—is justified and accurately reflects the true value of the labour and materials involved.

2024 PROGRESS AND ACTIONS

[G1-2] [G1-6]

In 2024, the average payment time across the Group was 48 days, within the industry benchmark. Standard payment terms range between 30 and 60 days from the invoice date, depending on the supplier category. Small and foreign suppliers may require advance payments, which are managed accordingly.

No legal proceedings related to late payments were outstanding in 2024, underscoring the Group's commitment to responsible financial management and supplier trust.

G1-6 | PAYMENT PRACTICES

PAYMENT PRACTICES AND LEGAL PROCEEDINGS	2024 CONSOLIDATED
Average time to pay an invoice (n.)	48
Legal proceedings currently outstanding for late payments (n.)	0

²⁸ The data related to Poltrona Frau and Poltrona Frau Interiors In Motion refer to 2023, as an ERP transition prevented the identification of the actual figure for 2024. However, based on sales volumes, the share of local suppliers relative to the total remains approximately unchanged.

WORKERS IN THE VALUE CHAIN

[S2 SBM-2] [S2 SBM-3]

Haworth Lifestyle acknowledges that worker well-being, fair labor practices and supplier relationships are key to sustainable operations. Risks linked to poor working conditions, regulatory non-compliance and inadequate oversight can impact reputation, financial stability, and workforce cohesion.

At the same time, strong partnerships with local SMEs and ethical sourcing enhance trust and long-term value. Through the Double Materiality Assessment, Haworth Lifestyle has mapped the most significant impacts and opportunities associated with workers in the value chain. For further details, see the *Double Materiality Assessment* section.



A GROUP-WIDE APPROACH

[S2-1] [S2-2] [S2-3] [S2-5]

As a United Nations Global Compact signatory, Haworth Inc. and its affiliates adhere to the Ten Principles on human rights, labor, the environment and anti-corruption. In 2024, Haworth Inc. adopted the Supplier Code of Conduct (SCoC), inspired by the principles of Eight Fundamental Conventions of the International Labour Organization, the UN Universal Declaration of Human Rights, the International Bill of Human Rights and the OECD Guidelines for Multinational Enterprises. This Code serves as a guiding framework for all partners, ensuring alignment with the parent Group's core values across operations and supply chains. Its key principles include respect for human rights, compliance with labor standards, environmental protection and anti-corruption measures. Additionally, the Code reinforces the decarbonization commitment, emphasizing supplier monitoring and support in implementing science-based initiatives throughout their value chains.

As part of its commitment to integrity, Haworth Lifestyle has adopted Haworth Inc.'s SCoC and shares it with all stakeholders, including business partners. Suppliers are expected to adhere to its principles, ensuring alignment with the Group's ethical, social and environmental standards. Suppliers are also required to extend these commitments to their own supply chains to promote responsible practices at every level. Currently, there are no additional

engagement processes beyond the standard interactions related to negotiations and order execution. However, this is an area where Haworth Lifestyle plans to strengthen its commitment in the coming years.

To uphold integrity and transparency, the Group provides an ethics hotline, enabling suppliers and other stakeholders to report concerns related to ethical misconduct, labor rights violations, or other breaches of the Code without fear of retaliation. The Group encourages suppliers to establish grievance mechanisms in line with the UN Guiding Principles on Business and Human Rights. These mechanisms are monitored to ensure effectiveness, and where necessary, the Group engages in remediation efforts in collaboration with its partners. Additionally, the Group may verify supplier compliance as outlined in the SCoC.

At the Haworth Inc. level, the objective is to achieve **100% of Tier-1 suppliers signing the SCoC.** In cases where a supplier does not fully comply with the Code's requirements, a structured remediation process is encouraged, allowing for necessary corrective actions within a reasonable and mutually-agreed timeframe. However, noncompliance or failure to take corrective action may result in the termination of the business relationship at the sole discretion of brands.

2024 PROGRESS AND ACTIONS

[S2-4]

In the first year of roll out, 50% of direct suppliers across Haworth Lifestyle's brands have signed the SCoC, demonstrating growing engagement in

responsible business practices. In this early stage, only manufacturing companies have been engaged, as they were considered to pose a higher risk²⁹.

29. For this reason, Interni and Luminare are excluded from the scope.

WE LISTEN TO OUR CUSTOMERS

We apply their insights to our products and services to design inspiring spaces that enrich people's lives and businesses. Together with our partners and distributors, we create value using our talents, expertise and knowledge.

SERVICE EXCELLENCE

[S4-2]

Haworth Lifestyle Design engages with a varied customer base across multiple channels, developing tailored solutions that address specific market needs. The Group strategically aligns its brand portfolios to meet the expectations of key stakeholder segments which ensures a targeted and adaptive approach to market demands. In parallel, sound safeguards exist to protect client data across all touchpoints, reinforcing digital trust and compliance with regulations.



A GROUP-WIDE APPROACH

Haworth Lifestyle operates efficiently as a unified Group yet relies on brand-specific expertise and sensitivity to stay closely aligned with customer needs. Each brand has a deep understanding of its customers, individually managing sales interactions and agreements. By embracing flexibility and responsiveness, the brands ensure that every client's unique needs are met through customized solution, adopting a personalized approach that best suits each client's segment. Insights gained from client engagement are leveraged by brands to shape tailored offering. This approach enhances customer satisfaction and supports long-term client relationships.

A virtuous example is **Cassina**, which continues to refine its customer experience strategy by focusing on the **Selling Ceremony**, an immersive store experience. Built on four key pillars—**Welcome & Approach, Discovery, Emotional Product Presentation and Data Capture & Clienteling**—the Selling Ceremony strengthens customer-brand connections.

In 2024, Cassina refined this approach by introducing a Retail Experience Guide to standardize in-store interaction across its stores. Covering every detail, from the art of serving coffee to post-sale client relationships, the guide establishes best practices, first tested in directly-managed stores before global implementation.

In addition, the brand expanded its **Mystery Shopping program** in which consultants, disguised as customers, visit the company's directly-managed stores to evaluate "first-hand" the sales experience by analyzing the strengths and potential areas for improvement among the members. The analysis considers respect of the image standard of the members and of the showroom, and the "selling in style" approach, including the perception of the service offered. In 2024, Cassina strengthened its Mystery Shopping program, making evaluations more rigorous to further raise service standards. The program was extended beyond Cassina's directly-managed stores to include a selection of wholesale partners, ensuring consistency in the brand experience across all retail channels.

2024 PROGRESS AND ACTIONS

[S4-2]

Throughout 2024, brands have carried out projects and initiatives to further enhance their distinctive approach.

JANUS ET CIE' ACCOUNT-BASED MARKETING

JANUS et Cie uses an Account-Based Marketing (ABM) approach within its Residential Sales teams, targeting specific clients based on their loyalty to the brand. This strategy aligns marketing and sales efforts, providing insights into purchasing habits, project sizes, aesthetic preferences, and budget constraints, which help tailor outreach accordingly. ABM also aids in anticipating stock needs and offering timely product recommendations. Clients

are segmented by loyalty: high-loyalty clients receive personalized offers and exclusive deals, moderate-loyalty clients are engaged through targeted campaigns, and low-loyalty clients are approached with educational content and product recommendations. This approach ensures timely communication, fostering stronger relationships, increased retention, and higher sales efficiency.

LUXURY LIVING GROUP: FROM SALES REPRESENTATIVES TO THE DESIGN OFFICE

Luxury Living Group implements a multifaceted process of sharing customer feedback with the design office. The brand adopts a survey-based feedback approach in the post-exhibition phase to measure client perceptions and opinions about the

design of products. To provide a custom approach and ensure that suggestions from diverse audiences are properly integrated, feedback is sorted by geographical region, taking into consideration cultural aspects and purchasing power unique to each area.

INTERNI'S ENGAGEMENT SURVEY

The personalized approach is particularly crucial for client interaction, especially for dealers like Interni. By acting as a bridge between customers and brands, Interni plays a crucial role in facilitating seamless interaction. For this reason, it carries out a structured feedback-collection process through **engagement surveys** aimed at assessing customer

satisfaction across various aspects of client service, including consultancy, design and after-sales support. The purpose of gathering feedback is to promote continuous internal improvement in service quality and ensure that customer expectations are met. In 2024, feedback indicated that clients particularly valued logistics and installation services.



CLIENT DATA PRIVACY AND SECURITY

[S4-3] [S4-4]

Haworth Lifestyle ensures strict adherence to international data protection standards in all customer interactions. The Group-Data Protection Policy outlines obligations applicable to all members of Haworth Lifestyle's companies, regardless of their contractual relationship, ensuring compliance with relevant data protection laws. It provides guidelines for appropriate handling and storage of personal data, proper document archiving, and responsible use of information, systems, and services, including monitoring and control. Additionally, the policy includes specific requirements for document retention in line with applicable regulations and incorporates provisions for conducting Data Protection Impact Assessments. The policy was updated in 2023 to refine procedures and ensure alignment with evolving regulatory requirements³⁰.

In mid-2024, the Data Breach policy was further revised to strengthen governance structures, providing clearer oversight of data security incidents. The Master Data Protection policy includes details of the role of the Data Protection Officer (DPO), appointed on a voluntary basis by brands. **Cappellini, Cassina, Club House, and Poltrona Frau have appointed an external Data Protection Officer (DPO) to reinforce compliance oversight.** The DPO not only conducts scheduled audits and participates

in periodic meetings with the Group's companies but also provides advisory support for their projects. Each year, the DPO prepares an annual report highlighting key activities performed, topics analyzed, and any identified compliance issues, non-conformities, or areas for improvement. This Report serves as a key accountability tool, ensuring continuous enhancement of data protection practices throughout the organization. Additionally, all EU-based brands operate in full compliance with the General Data Protection Regulation (GDPR).

Luminaire's e-commerce operations are managed through two platforms to ensure efficient data handling and compliance with privacy regulations. Customer data is processed via a CRM system, where data management is overseen by Haworth Lifestyle, ensuring consistency across the Group. Additionally, transactions and data processing are managed through Shopify, which is fully aligned with GDPR requirements, reinforcing compliance with international data protection standards.

Members receive regular training to ensure all activities align with GDPR requirements. As a result of these measures, **As a result, only one attempt was recorded in 2024, which did not result in any effective incident and was duly addressed..**

TISAX LABEL FOR FRAU IN MOTION

In 2024, Frau in Motion obtained the TISAX (Trusted Information Security Assessment Exchange) label. This certification serves as a **standardized assessment and exchange mechanism for information security within the automotive industry.** It confirms that

the company's information security management system complies with defined security levels and facilitates the secure sharing of assessment results on a designated platform.

30. The Group Policy does not apply to Luminaire, which has implemented a customized process specific to its brand.

PRODUCT QUALITY AND SAFETY

[ESRS 2 SBM-2] [ESRS 2 SBM-3] [S4-1] [S4-3] [S4-4] [S4-5]

Ensuring product safety through regulatory compliance and certifications is a key priority for Haworth Lifestyle. Inadequate health and safety measures could lead to reputational risks, impacting customer trust and well-being. Through the Double

Materiality Assessment, Haworth Lifestyle has identified the most significant impacts and risks related to these aspects. For further details, see the Double Materiality Assessment section.



A GROUP-WIDE APPROACH

[S4-4]

Guided by its core principles of customer centricity, Haworth Lifestyle ensures that, from the earliest stages of product development, there is a thorough assessment of both product quality and safety.

To ensure that product development prioritizes quality and safety, Haworth Lifestyle is progressively implementing a Quality Management System (QMS) across its manufacturing brands. Poltrona Frau, Frau in Motion, Cappellini, Cassina and Zanotta including certifications such as ISO 9001.

Shifting the focus from process to product, the Group goes beyond industry standards and regulatory requirements by conducting safety and performance testing before market release. Performance tests adhere to widely-recognized benchmarks, including GREENGUARD, BIFMA (Business and Institutional Furniture Manufacturer's Association), BRITISH STANDARD 5852, and CALIFORNIA TB 117:2013, ensuring compliance and reliability. **There is a strong focus on the Contract segment, where more stringent standards apply, particularly regarding fire-resistant products.**

SYSTEM CERTIFICATION	ISO 9001:2015	An international standard for Quality Management Systems that helps organizations enhance performance and demonstrate a strong commitment to quality. It offers a framework for planning, implementing, monitoring, and improving operational processes and support systems, ensuring quality across all stages of production and service delivery.
PRODUCT CERTIFICATION	GREENGUARD	A globally recognized standard that ensures products meet strict chemical emissions limits, promoting healthier indoor environments by reducing air pollution and the risk of chemical exposure. This certification is awarded to products that demonstrate low chemical off-gassing, contributing to a safer and more sustainable environment.
	BIFMA	A non-profit organization serving business and institutional furniture manufacturers, it establishes guidelines to ensure their offerings meet criteria for durability, structural integrity and safety . These guidelines vary depending on the product being evaluated. Adherence to these standards is crucial to mitigate potential problems arising from the use of the products.
	BRITISH STANDARD 5852	The British Standard 5852 outlines the methods for assessing the ignitability of upholstered seating by smoldering and flaming ignition sources. It is a crucial benchmark for ensuring fire safety and compliance in furniture design and manufacturing.
	CALIFORNIA TB 117:2013	California TB 117-2013 is a regulation that specifies the fire safety standards for upholstered furniture, focusing on the flammability of materials used in upholstered products. It aims to reduce the risk of fire from smoldering sources, such as cigarettes, ensuring a higher level of safety in furniture manufacturing.

2024 PROGRESS AND ACTIONS

Haworth Lifestyle's brands have the flexibility to adopt certification schemes that are most relevant to their specific products and markets. In 2024, the Frau in Motion Business Unit obtained the **China Certification Centre for Automotive Products (CCAP)**, a certification body for automotive products and quality management systems in China, for some of its products. This achievement follows the adoption, in 2018, of the international standard **IATF 16949**, which defines both the design process with a Safety focus

and the production control process, using detailed **PFMEA** (Process Failure Mode and Effects Analysis) to ensure that safety-critical components, such as those with airbags, are produced to the highest standards.

Throughout 2024, Haworth Lifestyle's brands have implemented initiatives to enhance production processes, ensuring more effective oversight and a faster response to quality and product safety issues.

THE MANUFACTURING EXECUTION SYSTEM (MES) BY POLTRONA FRAU

In 2024, Poltrona Frau further advanced on an industry's best practice initiated two years ago to bolster its production processes: the **Manufacturing Execution System (MES)**. This system now also includes suggestion notes on previously verified errors, in addition to providing detailed phase documentation, quality alerts and checklists on

screens along the production line. When an operator scans a product barcode, the MES promptly displays pertinent information, giving production teams real-time access to critical data. This helps maintain strict adherence to quality standards and operational protocols throughout every stage of manufacturing.

ASAICHI SYSTEM BY LUXURY LIVING GROUP

Luxury Living Group has implemented the **ASAICHI system**, a structured daily 15-minute meeting involving department heads and a coordinator to promptly address non-conformities in the production flow. This approach enhances efficiency by ensuring clear accountability and setting precise deadlines for issue resolution.

The system strengthens responsiveness in problem-solving and fosters a more structured approach to production management. Looking ahead, the Group plans to consolidate the visual management of key performance indicators (KPIs) in its factories, enhancing oversight of safety, quality and production pillars.





WE HONOR INTEGRITY

We believe that honesty, transparency, and accountability are the foundation of trust. We build mutually beneficial business relationships, beyond legal and ethical practices, meeting our commitments while upholding our Values.

OUR GOVERNANCE

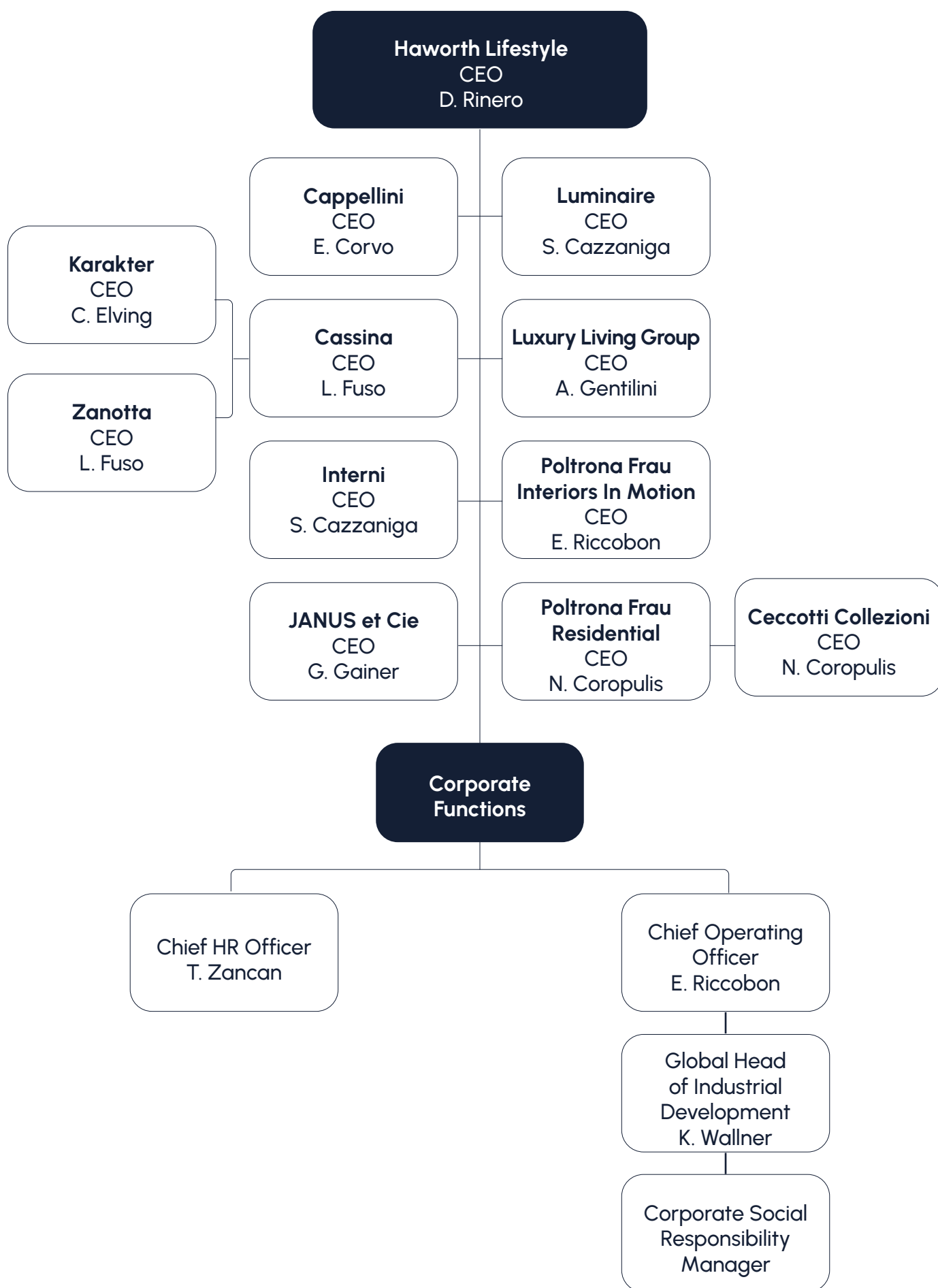
[ESRS 2 GOV-1] [ESRS 2 GOV-3]

Haworth Lifestyle's governance structure balances synergy across brands with the preservation of their distinct entrepreneurial identities. This model fosters innovation, bottom-up contributions and the exchange of best practices while maintaining a shared commitment to design and manufacturing excellence.

Under the guidance of Haworth Inc., the Group provides **guidelines for key business areas**. The Group established dedicated **corporate functions** to coordinate strategic brand activities:

- » **Human Resources:** is responsible for promoting shared organizational values by developing and enforcing HR guidelines and policies. The department also implements talent attraction and retention strategies and designs training programs for Group members.
- » **Operational Excellence:** drives synergies among brands across production, procurement, logistics and real estate areas, with a focus on operational efficiency but also on the pursuit of corporate sustainability. A dedicated Sustainability department within the function reinforces Haworth Lifestyle's commitment to responsible business practices.
- » **Internal Audit:** operates independently as a voluntary control function adopted by Haworth Inc., enhancing oversight of business ethics and operational processes.

Within this framework, in line with Group's approach based on promoting innovation and dialogue, the operational day-to-day business and strategic business decisions are devolved to the brands. All Italian brands have a Board of Directors and Supervisory Board which is fully composed of external members.



BUSINESS ETHICS AND HUMAN RIGHTS

[ESRS 2 IRO-1] [GI-1]

Haworth Lifestyle's governance framework plays a crucial role in ensuring ethical business conduct, financial stability and stakeholder trust.

Through the Double Materiality Assessment, the Group has identified key risks and opportunities related to corporate culture, supplier management and anti-corruption practices. These governance aspects influence business resilience and regulatory compliance while shaping long-term sustainability performance. For further details, see the *Double Materiality Assessment* section.

A GROUP-WIDE APPROACH

To address impacts, risks and opportunities related to business conduct, Haworth Lifestyle aligns with the business ethics and governance standards set by Haworth Inc., promoting a consistent approach to corporate integrity across all operations. The parent

company maintains a structured policy framework that governs business conduct, with a focus on ethical behavior, compliance and risk management.

A key element of this commitment is the adoption of a Code of Ethics, which defines the fundamental ethical values and principles guiding business operations. **The document integrates the values and principles established by Haworth Inc.**, which are embedded in the **Member Code of Conduct**. It outlines behavioral expectations, ensuring integrity, fairness, and accountability in all business interactions. The Code applies to all stakeholders, including board members, employees, contractors, consultants, and any third parties acting on behalf of the Group.



2024 PROGRESS AND ACTIONS

[SI-3] [GI-3] [GI-4]

WHISTLEBLOWING PROCEDURE

Haworth Inc. provides confidential and anonymous reporting channels for both members and external stakeholders to report unethical behavior, misconduct, or breaches of corporate policies.

The Ethics Helpline operates 24/7 across all business units, ensuring accessibility and responsiveness. An anti-retaliation policy is in place to safeguard whistleblowers from any form of discrimination or punitive action when reporting concerns in good faith.

To reinforce this commitment, the Group's brands have strengthened their whistleblowing frameworks. Since 2024, **Ceccotti Collezioni, Cappellini, Cassina, Interni, JANUS et Cie, Luxury Living Group, Poltrona Frau, and Zanotta have established Whistleblowing Committees.** The committees are composed of the brand's Legal, HR representative, Internal Auditor, and, where applicable, the President of the Supervisory Board. They convene as needed based on reported cases. Furthermore, **Poltrona Frau, Cappellini, Cassina, and Zanotta adopted the 231/01 Model,** which requires the establishment of a **Supervisory Body (OdV).**

In 2024, two reports were submitted through these channels. Both cases were thoroughly reviewed and subsequently closed: one report was dismissed as unsubstantiated, while the other required minor corrective actions promptly adopted by the management.

In parallel, Luminaire has signed an "Open Door Policy", encouraging employees to address concerns with their supervisor promptly. If unresolved, they can escalate the issue to Human Resources. All concerns are confidential, and employees won't face discrimination for reporting in good faith. The Complaint Procedure in the Equal Employment Opportunity (EEO) and Anti-Harassment policies also applies.

In addition to whistleblowing mechanisms, Haworth Inc. also ensures ongoing compliance training for all members. The parent Group conducts a bi-annual Global Compliance Training program covering ethical business conduct, anti-corruption measures, and data protection to align with global governance standards.

ANTI-CORRUPTION COMMITMENT

Haworth Lifestyle, acting in the wake of the parent company, adheres to the anti-corruption principles outlined in the United Nations Convention against Corruption and enforces a zero-tolerance policy on bribery. Members and business partners are required to comply with the Group's ethical standards, and regular training is conducted to reinforce awareness of corruption risks. Additionally, suppliers must align with the Supplier Code of Conduct, which mandates compliance with anti-bribery laws and ethical business practices.

In 2024, no convictions or fines for violations of related laws were recorded.



INDEX & ANNEX

ESRS AND GRI CONTENT INDEX

ESRS 2 IRO-2 DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE UNDERTAKING'S SUSTAINABILITY STATEMENT

Code	DISCLOSURE REQUIREMENTS	Page
ESRS 2	General Information	
BP-1	General basis for preparation of sustainability statements	45
BP-2	Disclosures in relation to specific circumstances	45
GOV-1	The role of the administrative, supervisory and management bodies	126
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	54
GOV-3	Integration of sustainability-related performance in incentive schemes	126
GOV-4	Statement on due diligence	54
GOV-5	Risk management and internal controls over sustainability reporting	54
SBM-1	Strategy, business model and value chain	16; 20; 51
SBM-2	Interests and views of stakeholders	56; 92; 102; 106; 114; 120
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	46; 62; 92; 102; 106; 112; 114; 120
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	46; 62; 72; 75; 78; 83; 85; 128
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	132
ESRS EI	Climate Change	
GOV-3	Integration of sustainability-related performance in incentive schemes	63
EI-1	Transition plan for climate change mitigation	63
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	62
IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	62
EI-2	Policies related to climate change mitigation and adaptation	63
EI-3	Actions and resources in relation to climate change policies	63; 65
EI-4	Targets related to climate change mitigation and adaptation	63
EI-5	Energy consumption and mix	68
EI-6	Gross Scopes 1, 2, 3 and Total GHG emissions	69

Code	DISCLOSURE REQUIREMENTS	Page
ESRS E2	Pollution	
IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	75
E2-1	Policies related to pollution	75
E2-2	Actions and resources related to pollution	76
E2-3	Targets related to pollution	75
ESRS E5	Circular Economy	
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	72; 77; 83, 85
E5-1	Policies related to resource use and circular economy	72; 77; 83, 85
E5-2	Actions and resources related to resource use and circular economy	73; 79; 84; 85
E5-3	Targets related to resource use and circular economy	72; 77; 83, 85
E5-5	Resource outflows	74
ESRS S1	Own Workforce	
SBM-2	Interests and views of stakeholders	92; 102; 106
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	92
S1-1	Policies related to own workforce	92
S1-2	Processes for engaging with own workers and workers' representatives about impacts	94
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	129
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own	94; 98; 104; 107
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	92; 102; 106
S1-6	Characteristics of the undertaking's members	93; 94; 98
S1-7	Characteristics of non-member workers in the undertaking's own workforce	93; 94
S1-9	Diversity metrics	102
S1-10	Adequate wages	94
S1-13	Training and skills development metrics	107; 109
S1-14	Health and safety metrics	97
S1-15	Work-life balance metrics	94; 95
S1-16	Compensation metrics (pay gap and total compensation)	104

Code	DISCLOSURE REQUIREMENTS	Page
ESRS S2	Workers in the Value Chain	
SBM-2	Interests and views of stakeholders	114
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	114
S2-1	Policies related to value chain workers	115
S2-2	Processes for engaging with value chain workers about impacts	115
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	115
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	115; 117
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	115
ESRS S4	Consumers and End-users	
SBM-2	Interests and views of stakeholders	120
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	120
S4-1	Policies related to consumers and end-users	120
S4-2	Processes for engaging with consumers and end-users about impacts	116; 117
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	119; 120
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to customers and end-users, and effectiveness of those actions	119; 120
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	120
ESRS G1	Business Conduct	
GOV-1	The role of the administrative, supervisory and management bodies	126
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	128
G1-1	Corporate culture and Business conduct policies and corporate culture	128
G1-2	Management of relationships with suppliers	113
G1-3	Prevention and detection of corruption and bribery	129
G1-4	Confirmed incidents of corruption or bribery	129
G1-6	Payment practices	113

GRI CONTENT INDEX

Haworth Lifestyle has reported the information cited in this GRI content index for the period from January 1, 2024 to December 31, 2024, with reference to the GRI Standards and using GRI 1: Foundation 2021.

Code	DISCLOSURE REQUIREMENTS	Page
GRI 204	Procurement Practices 2016	
204-1	Portion of spending on local suppliers	113

E1-5 | ENERGY CONSUMPTION AND MIX**PURCHASED ELECTRICITY**

Unit of Measurement	MWh	%
from renewable sources	7,763	53%
from non renewable sources	6,848	47%

	2024
Total energy consumption (MWh)	30,659

	2024
Energy consumption from non-renewable sources	21,530
<i>i. Non-renewable sources (MWh)</i>	14,681
coal and coal products (MWh)	0
diesel for company fleet: (MWh)	2,903
gasoline for company fleet: (MWh)	761
natural gas (MWh)	11,017
other fossil sources (MWh)	0
<i>ii. Consumption of purchased or acquired (MWh)</i>	6,848
Electricity from fossil fuels (MWh)	6,848
Heat from fossil fuels (MWh)	0
Steam from fossil fuels (MWh)	0
Cooling from fossil fuels (MWh)	0
<i>Fossil sources in total consumption (%)</i>	70%

	2024
Energy consumption from nuclear sources	0
Nuclear (MWh)	0
<i>Nuclear sources in total consumption (%)</i>	0%

	2024
Total energy consumption from renewable sources disaggregated by:	9,129
<i>i. fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources (MWh)</i>	0
ii. Consumption of purchased or acquired (MWh)	7,763
Electricity from renewable sources (MWh)	7,763
Heat from renewable sources (MWh)	0
Steam from renewable sources (MWh)	0
Cooling from renewable sources (MWh)	0
iii. Self-generated non-fuel renewable energy (MWh)	1,367
self-generated non-fuel renewable energy (MWh)	1,367
Renewable sources in total consumption (%)	30%

	2024
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	1,367

E1-6 | GROSS SCOPES 1,2,3 AND TOTAL GHG EMISSIONS

SCOPE 1&2 EMISSIONS		
	Market based	Location based
Unit of Measurement	tons CO ₂ -e	tons CO ₂ -e
Scope 1	2,993	2,993
Scope 2	2,595	4,429
Total	5,588	7,422

SCOPE 3 EMISSIONS BY CATEGORY	2024 CONSOLIDATED
Purchased goods and services (tCO ₂ eq)	91,584.3
Capital goods (tCO ₂ eq)	4,344.7
Fuel and energy-related Activities (not included in Scope 1 or Scope 2) (tCO ₂ eq)	1,569.1
Upstream transportation and distribution	20,020.2
Waste generated in operations (tCO ₂ eq)	160.2
Business traveling (tCO ₂ eq)	3,742.9
Employee commuting (tCO ₂ eq)	1,542.2
Upstream leased assets (tCO ₂ eq)	0.1
Downstream transportation (tCO ₂ eq)	0
Processing of sold products (tCO ₂ eq)	0
Use of sold products (tCO ₂ eq)	612.6
End-of-life treatment of sold products (tCO ₂ eq)	3,466.1
Downstream leased assets (tCO ₂ eq)	0
Franchises (tCO ₂ eq)	0
Investments (tCO ₂ eq)	0
Total Indirect GHG emissions (Scope 3) tonsCO₂eq	127,042.4



E5-5 | RESOURCE OUTFLOWS ^{1 2 3 4 5 6}

	2024 CONSOLIDATED
Total waste generated	1,967,844
Total waste diverted from disposal (kg)	1,686,427
Total waste diverted from disposal (%)	86%
of which hazardous (kg)	20,887
of which hazardous (%)	1%
(i) Prepared for reuse	0
(ii) Recycled	2,683
(iii) Other recovery operations	17,958
of which non-hazardous (kg)	1,665,540
of which non-hazardous (%)	99%
(i) Prepared for reuse	254,135
(ii) Recycled	1,008,455
(iii) Other recovery operations	402,950
Total waste directed to disposal (kg)	281,417
Total waste directed to disposal (%)	14%
of which hazardous (kg)	48,997
of which hazardous (%)	17%
(i) Incineration	0
(ii) Landfill	40,280
(iii) Other disposal operations	8,717
of which non-hazardous (kg)	232,420
of which non-hazardous (%)	83%
(i) Incineration	0
(ii) Landfill	148,300
(iii) Other disposal operations	84,120
Total waste non recycled (kg)	956,460
Total waste non recycled (%)	49%
Total amount of hazardous waste and radioactive waste generated (kg)	69,884

1. The total amount of non-recycled waste is the sum of the waste directed to disposal and any waste prepared for reuse, recycled, or subject to other recovery operations. Only the 30% of non-recycled waste was directed to disposal (landfilled, incineration, or other disposal operations).

2. For Cappellini, 2024 saw higher waste production due to the rearrangement of spaces.

3. For Ceccotti, data for 2024 was not available at the system level, but the brand is preparing for data collection.

4. Data for 2024 for Interni, JANUS et Cie, and Luminaire were not available at the system level, but the brands are preparing for data collection.

5. For Luminaire hazardous waste has been estimated as zero, considering the absence of production facilities

6. No radioactive waste was recorded in 2024; therefore, the total amount of hazardous and radioactive waste is equivalent to the total of hazardous waste.

S1-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES ^{1 2 3 4}

2024 CONSOLIDATED		
<i>Employees by country</i>	n.	%
China	24	1.08%
Denmark	6	0.27%
France	31	1.40%
India	10	0.45%
Indonesia	1	0.05%
Italy	1,630	73.69%
Mexico	7	0.32%
Philippines	2	0.09%
Singapore	18	0.81%
South Korea	1	0.05%
Spain	4	0.18%
United Arab Emirates	37	1.67%
United Kingdom	25	1.13%
USA	416	18.81%
Total employees	2,212	100%

2024 CONSOLIDATED				
<i>Gender*</i>	Male	Female	Other	Total
Number of employees (n.)	1,204	1,007	1	2,212
Number of permanent employees (n.)	1,124	927	1	2,052
Number of temporary employees (n.)	80	80	0	160
Number of non-guaranteed hours employees (n.)	0	0	0	0

2024 CONSOLIDATED				
<i>Gender*</i>	Male	Female	Other	Total
Total number of leaves (n.)	91	120	0	211
Turnover rate (%)	8%	12%	0%	10%

*Gender as specified by employee themselves.

1. All people data is presented in head count.

2. The turnover is calculated according to the methodology defined by the European Sustainability Reporting Standard (ESRS). The methodology may differ from other approaches commonly used elsewhere.

3. With the aim of increasing transparency, the data for 2024 include employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years. In line with this effort to increase transparency employee data also includes 37 employees hired in Luminaire as of December 31, that operationally entered the Group on 1st January 2025.

4. The totals do not include KJ Ryan, given that it has been acquired during the year 2024. The data of the brand will be included in the next year with a full reporting cycle.

SI-7 | CHARACTERISTICS OF NON-EMPLOYEES IN THE UNDERTAKING'S OWN WORKFORCE¹

Gender*	2024 CONSOLIDATED			
	Male	Female	Other	Tot
Total non-employees (n.)	36	33	0	76

1. With the aim of increasing transparency, the data for 2024 include non-employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years.

SI-9 | DIVERSITY METRICS^{1 2}

GENDER DISTRIBUTION AT TOP MANAGEMENT		2024 CONSOLIDATED	
Unit of measure		n.	%
Total Top Management		11	100%
Male		9	82%
Female		2	18%

		2024 CONSOLIDATED
Distribution of employees by age group		n.
< 30 years (n.)		259
< 30 years (%)		12%
30 - 50 (n.)		1,189
30 - 50 (%)		54%
> 50 (n.)		764
> 50 (%)		35%
Total employees		2,212

1. With the aim of increasing transparency, the data for 2024 include employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years. In line with this effort to increase transparency employee data also includes 37 employees hired in Luminaire as of December 31, that operationally entered the Group on 1st January 2025.

2. For the purpose of this report, top management refers to the direct reports of Group CEO Dario Rinero.



SI-13 | TRAINING AND SKILLS DEVELOPMENT METRICS ^{1 2 3 4}

EMPLOYEES THAT PARTICIPATED IN REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS		2024 CONSOLIDATED		
Gender*	Male	Female	Other	Tot
Employees evaluated (n.)	640	680	0	1,320
Total employees (n.)	1,167	1,028	0	2,195
Total employee evaluated (%)	55%	66%	0%	60%

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE		2024 CONSOLIDATED		
Gender*	Male	Female	Other	Tot
Hours of training provided (n.)	5,335	4,456	0	9,791
Total employees (h)	1,167	1,028	0	2,195
Average training hours per employee (n.)	4.6	4.3	-	4.5

*Gender as specified by employee themselves.

1. For Cassina, only data from European-based employees are considered for this indicator. Consequently, the data is not comparable with the SI-6, SI-14 and SI-16 indicators.

2. Luminaire does not track data on training provided in hours; however, in 2024, it conducted one vendor-led training, which included a total of 12 in-person training sessions across the stores. Luminaire's data includes 37 employees hired as of December 31, that operationally entered the Group on 1st January 2025.

3. The employees of Vivente (a legal entity of Interni) are excluded from the calculation, as the company has not yet been integrated into the centralized management systems. Consequently, the data is not comparable with the SI-6, SI-14 and SI-16 indicators.

4. With the aim of increasing transparency, the data for 2024 include non-employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years.

S1-14 | HEALTH AND SAFETY METRICS ^{1 2 3 4 5 6}

UNDERTAKING'S HEALTH AND SAFETY MANAGEMENT AND COVERAGE	2024 CONSOLIDATED
Employees who are covered by the undertaking's health and safety management system (n.)	1,498
% of employees who are covered by the undertaking's health and safety management system (%)	74%
Non-employees workers who are covered by the undertaking's health and safety management system (n.)	87
Non-employees who are covered by the undertaking's health and safety management system (%)	95%
People in its own workforce who are covered by the undertaking's health and safety management system (%)	75%

FATALITIES	2024 CONSOLIDATED
Fatalities as a result of work-related injuries (n.)	0
Fatalities as a result of work-related ill health (n.)	0
Total number of fatalities (employees) (n.)	0
Fatalities of non-employees as a result of work-related injuries (n.)	0
Fatalities of non-employees as a result of work-related ill health (n.)	0
Total number of fatalities (non-employees) (n.)	0
Fatalities of other workers as a result of work-related injuries (n.)	0
Fatalities of other workers as a result of work-related ill health (n.)	0
Total number of fatalities (other workers) (n.)	0

WORK-RELATED ACCIDENTS	2024 CONSOLIDATED
Work-related accidents of employees (n.)	22
Rate of work-related injuries (employees) (n.)	11
Work-related accidents of non-employees (n.)	2

WORK-RELATED ILLNESSES	2024 CONSOLIDATED
Cases of recordable work-related ill health (employees) (n.)	5
Number of days lost (employees) (n.)	1,039

1. The injury frequency rate corresponds to the number of injuries per one million hours worked.

2. 100% of members based in the EU are covered by a health and safety management system. Employees not based in the same country as the brands' registered offices are excluded from the calculation of this indicator.

4. For Ceccotti, the calculation of employees covered by a health and safety system includes workers and employees (excluding executives). The data on injuries among non-employees refers only to temporary workers, and no information is available for other workers. Working hours calculations exclude executives, and both incidents and working hours for non-employees are based solely on estimates for temporary workers. Cases of recordable work related ill health among non-employees are not tracked.

5. The health and safety system is monitored at the European level. For this reason, the coverage is lower than 100% employees.

6. Data on the total hours worked by non-employees is not recorded.

S1-15 | WORK-LIFE BALANCE METRICS¹

2024 CONSOLIDATED				
Gender*	Male	Female	Other	Tot
Employees entitled to take family-related leave over total employees (%)	100%	100%	100%	100%
Employees that took family-related leave over total employees (%)	4%	8%	100%	6%

1. With the aim of increasing transparency, the data for 2024 include non-employees located outside the same country as the brands' registered offices, resulting in a different scope compared to previous years.

S1-16 | REMUNERATION METRICS PAY GAP ¹

GENDER PAY GAP	2024 CONSOLIDATED
Male vs Female	20%

1. Employees not based in the same country as the brand's registered office are excluded from the calculation of this indicator. Therefore, the data are not comparable with other indicators.

G1-4 | INCIDENTS OF CORRUPTION OR BRIBERY

2024 CONSOLIDATED	
<i>Convictions and fines</i>	
Total number of convictions for violation of anti-corruption and anti- bribery laws (n.)	0
Total amount of fines (€)	0,00 €

G1-6 | PAYMENT PRACTICES¹

PAYMENT PRACTICES AND LEGAL PROCEEDINGS	2024 CONSOLIDATED
Average time to pay an invoice (n.)	48
Legal proceedings currently outstanding for late payments (n.)	0

1. For Poltrona Frau and Poltrona Frau Interiors In Motion, data are available only up to August 2024 due to the change of the operating system.

GRI 204-1 | LOCAL SUPPLIERS^{1 2}

SUPPLIER OPERATING IN THE SAME COUNTRY WHERE YOUR HEADQUARTER IS LOCATED	2024 CONSOLIDATED
Purchases from local suppliers (%)	90%

1. Local refers to suppliers with legal headquarter in the same country where the company is legally based.

2. Poltrona Poltrona Frau Interiors In Motion and Poltrona Frau, total spending data used to calculate the percentage is based on 2023 figures, as they are considered aligned with last year's volumes and the ERP change did not allow for extracting 2024 data.



Download Haworth Lifestyle's 2024 Sustainability Report [here](#).



Art Direction and Graphic Design
COMMON s.r.l.

Knowledge Partner
TEHA S.p.A

Print
Tecnostampa s.r.l.

HAWORTH Lifestyle