



SUSTAINABILITY REPORT
2025

HAWORTH Lifestyle

SUSTAINABILITY REPORT
2025

HAWORTH Lifestyle

CONTENTS

LETTER TO OUR STAKEHOLDERS	4
EXECUTIVE SUMMARY	6
NAVIGATING THE DOCUMENT	8
GENERAL: DRIVING DESIGN EXCELLENCE	13
Haworth Lifestyle: our Group	14
History	16
Global presence	18
Main activities and value chain	20
Our governance	22
Multiple brands, one shared vision	24
Our brands	24
Value-driven organization	48
Global context	50
Environment	51
Social	52
Governance	53
Our sustainability journey	54
Double materiality assessment	54
Our sustainability strategy around our values	62
Governing sustainability	64
Our engagement with stakeholders	66
ENVIRONMENT: COMMITMENT AND PERFORMANCE	75
We work to make the world better	76
Energy efficiency and emissions reduction	76
Waste management	84
We lead with design	86
Circular design	86
Sustainable materials	92
Sustainable packaging	96

SOCIAL: BUILDING EXCELLENCE TOGETHER	99
We rely on our members	100
Our members' wellbeing	100
We embrace continuous learning	116
Member training and development	116
We create value	122
Responsible value chain	122
Workers in the value chain	125
We listen to our customers	126
Service excellence	126
Product quality and safety	132
GOVERNANCE: LEADING WITH INTEGRITY	139
We honor integrity	140
Business ethics and human rights	140
METHODOLOGICAL CONSIDERATIONS AND APPENDIX	143
Methodological note	144
ESRS and GRI Content Index	146
ESRS 2 IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement	146
GRI Content Index	149
Appendix	150

LETTER TO OUR STAKEHOLDERS

In 2025, we chose to stay the course on our approach to sustainability, focusing on what is measurable, actionable, and truly relevant to the operating model of each brand, while strengthening alignment across the Group.

The macroeconomic environment remained challenging and sector dynamics grew more complex. Yet, our brands continued to show resilience, supported by creative energy, distinctive identities and an ability to adapt swiftly. The year was shaped by global trade uncertainty: heightened geopolitical and economic volatility, renewed tariff pressure, and increased strain across global value chains added further complexity to planning and execution.

At the same time, the global debate on whether and how companies should integrate sustainability considerations became more polarized. In this context, the European policy and reporting landscape continued to evolve, making the regulatory framework less predictable.

For Haworth Lifestyle, sustainability remains a lever for resilience and long-term competitiveness, not

only a compliance exercise. Our third Sustainability Report reflects this conviction: a pragmatic approach focused on the areas where we can generate the greatest impact and create tangible business value.

In 2025 we prioritized stronger alignment, with a Group strategy that translates into brand-specific pathways. This is reflected in initiatives to reduce emissions, including energy efficiency measures as well as in our continued work on circularity. Shared pillars — including material research and selection, durability, product disassembly and repair, and the use of Life Cycle Assessment — are progressively translated into brand-specific design approaches while contributing to a coherent Group direction. Measurement plays a key enabling role.

Our commitment extends beyond our organization. Acting responsibly means engaging our partners and contributing to the communities in which we operate. In recent years, we have been gradually reinforcing this approach — from the introduction of the General Terms and Conditions of Purchase in 2023 to the roll-out of the Supplier Code of Conduct in 2024 — while



continuing to expand analyses and initiatives to better understand and manage risks and improvement opportunities along the supply chain.

In our communities, we continued to share what we do best – design – combining it with social purpose. From Cassina's *Ricucire la tua vita* (Restitch your life) project, offering professional training and employment opportunities to women affected by gender-based violence or social marginalization, to training opportunities for the next generation of artisans, such as Poltrona Frau's *Atelier dei Saperi* and the Ceccotti Work program school, design becomes a means of empowerment and inclusion.

Comparability, clarity, and credibility also guide the way we report. For this reason, we have once again voluntarily adopted an ESRS-inspired approach, in line with leading best practices and reinforcing transparency and consistency in how we measure and communicate our progress.

Across all that we have achieved, our responsibility toward our people has remained central. They make these results possible. In 2025, we focused

on supporting members' growth, strengthening Group engagement, and promoting well-being. We reinforced a shared Group identity through a collaboration with NABA for internal communication of our values, expanded training and development opportunities, and introduced well-being initiatives, including a partnership with Unobravo, an online psychology platform. A specific focus was placed on multigenerational dialogue and on building the skills needed for what comes next.

This Report ultimately reflects the commitment of our members, brands, and partners whose collaboration continues to be a defining strength—especially in demanding times. The path ahead calls for clear thinking, adaptability, and steady decision-making to build durable value over time. We look forward with focus and determination, grounded in responsibility and in the solidity of our collective efforts.

Dario Rinero
CEO, Haworth Lifestyle

EXECUTIVE SUMMARY

ENVIRONMENT: COMMITMENT AND PERFORMANCE

-55%

reduction in Scope 1 and Scope 2 emissions¹ from the 2021 baseline

>90%

electricity procured globally covered by EACs or GOs

98%

of packaging spending is renewable, reusable, recyclable or compostable

Circularity Tool

to standardize circularity metrics across the brands

Haworth Lifestyle continued to strengthen its approach to environmental performance in 2025, making further progress in the management of energy, emissions, and resource use across its operations. During the year, almost all of the electricity purchased came from certified renewable sources or was covered by Guarantees of Origin (GOs) and Energy Attribute Certificates (EACs), driving a material reduction in market-based Scope 2 emissions.

The Group also continued to refine its Scope 3² methodology, progressively transitioning from a spend-based to an activity-based approach, while reinforcing supplier expectations through its Supplier Code of Conduct, which promotes emissions measurement and reduction aligned with Science Based Targets initiative (SBTi) guidelines.

Brands advanced initiatives to recover and reuse production materials — including leather offcuts, wood residues, and polystyrene — contributing to a waste diversion rate of 97.3% across directly managed operations, in line with last year's volumes.

Progress on circularity continued, building on the Circular and Responsible Product Design Guidelines adopted in 2023 and the Group-wide assessment methodology introduced in 2024. These efforts span material research and selection, durability, disassembly, repairability, and the use of Life Cycle Assessments — where relevant — to inform design choices. Packaging remained a priority, with shared archetypes developed across brands to optimize volumes, reduce material waste, and increase the use of recycled and recyclable content.

1. Scope 1 and Scope 2 emissions are calculated using the market-based approach.

2. Scope 3 refers to indirect emissions that occur across the value chain, including both upstream and downstream activities.

SOCIAL: BUILDING EXCELLENCE TOGETHER

2,300+

members
across the world

46%

women in own
workforce

95%

members on permanent
contract

Partnership with LinkedIn Learning

to enable personalized
and self-paced learning

Members remain central to Haworth Lifestyle's activities and long-term development. In 2025, the Group further strengthened initiatives to support wellbeing, engagement, and a shared organizational culture. Particular attention was given to mental wellbeing through a partnership with Unobravo, providing members and their families with access to dedicated support sessions and resources, complemented by awareness initiatives and webinars. In parallel, the Group renewed its partnership with LILT (Lega Italiana per la Lotta contro i Tumori), continuing to promote cancer prevention and health awareness.

At the same time, Haworth Lifestyle reinforced its employer brand and internal identity. The corporate

website was relaunched with a new "People" section, designed to highlight the Group's values, culture, and professional growth opportunities, while supporting talent attraction.

Continuous learning remained a key focus, with the strengthening of the Group's learning ecosystem through a three-year agreement with LinkedIn Learning, offering members flexible access to a wide range of self-paced courses aligned with individual development needs. Leadership capabilities were further developed through the launch of the first Executive Development Program, delivered in partnership with the Center for Creative Leadership and involving 12 participants.

NAVIGATING THE DOCUMENT

The Haworth **Lifestyle Sustainability Report** (hereinafter the "Report") presents the Group's commitments, actions, and performance across environmental, social, and governance (ESG) topics. Haworth Lifestyle, the **lifestyle division of Haworth Group**, brings together a portfolio of design brands with distinct identities and complementary positioning.

Throughout this document, Haworth Lifestyle is referred to as "the Group." References to the broader Haworth organization, comprising Haworth Lifestyle, Haworth Commercial Interiors and Haworth International, are made using the term "Parent Group". The Report opens with a **Letter to Stakeholders** and an **Executive Summary** outlining 2025 performance, key achievements, and priorities.

Structured in line with the European Sustainability Reporting Standards (ESRS), the document is organized into four sections:

- » **General:** Driving design excellence
- » **Environment:** Commitment and performance
- » **Social:** Building excellence together
- » **Governance:** Leading with integrity

Each section is divided into **thematic chapters aligned with ESRS topics**. Within each section, disclosures are also guided by the Group's values, as illustrated at page 10.

For each topic, the Report presents the Group's **approach, policies, and objectives**, followed by a "**2025 Progress and Actions**" section detailing initiatives implemented at both Group and brand level. Dedicated highlights provide additional insights into brand-specific initiatives and key concepts.

The Report adopts a multi-level perspective, combining a consolidated Group view with contributions from individual brands, thereby ensuring both

consistency and recognition of each brand's identity.

It forms part of a broader reporting ecosystem, alongside the **Haworth Group** Corporate Social Responsibility Report and brand-level sustainability reports, providing a comprehensive and connected view of sustainability across the Group. In particular:

- » **Haworth Group Corporate Social Responsibility Report:** for information covering the full scope of the Parent Group, including Haworth Lifestyle, Haworth Commercial Interiors and Haworth International, reference should be made to the Haworth Group Corporate Social Responsibility Report.
- » **Haworth Lifestyle Sustainability Report:** the present Report is a voluntary disclosure describing the lifestyle division's initiatives and performance, based on a CSRD-inspired structure and including consolidated data for all brands within its reporting perimeter³.
- » **Sustainability Reports of Haworth Lifestyle's brands:** brand-level sustainability reports complement this document by providing additional detail on initiatives and quantitative data at individual brand level.

The document concludes with the **ESRS and Global Reporting Initiative (GRI) Content Index**, ensuring transparency and alignment with recognized reporting standards.

3. The Corporate Sustainability Reporting Directive will apply to Haworth Group from 2028 (fiscal year 2027). As a result, sustainability reporting will be carried out at Haworth Group level, and Haworth Lifestyle will be exempt from standalone reporting.



GENERAL: DRIVING DESIGN EXCELLENCE

CONTENT

The chapter presents the Group's strategic and organizational foundation (ESRS 2 GOV-1). It outlines the business model, brand portfolio, and value chain, establishing the context in which value is created and ESG performance is evaluated (ESRS 2 GOV-2, ESRS GOV-5). The section also explains the relevant topics around which the Group has built its sustainability strategy (ESRS 2 SBM-1, ESRS 2 SBM-2, ESRS 2 SBM-3, ESRS 2 IRO-1).

ENVIRONMENT: COMMITMENT AND PERFORMANCE

HAWORTH VALUE

CONTENT

WE WORK TO MAKE THE WORLD BETTER

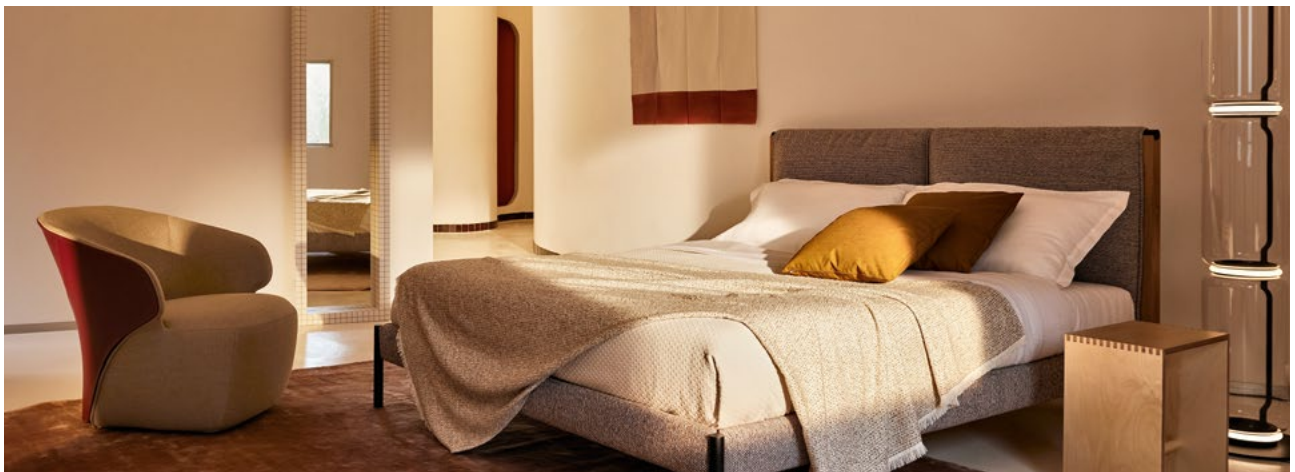
At the core of this section is the Group's commitment to creating positive value beyond its own operations, contributing to the well-being of the communities and environments it impacts.

This is translated into climate-related topics under ESRS E1, including climate change adaptation (E1-2, E1-3, E1-4), mitigation (E1-1 to E1-6), and energy (E1-2, E1-3, E1-4, E1-5), and outlines the Group's approach to resource use and waste management (E5-1, E5-2, E5-5).

WE LEAD WITH DESIGN

Design is a key driver of environmental and social outcomes, combining creativity, research, and ambition to deliver solutions that balance innovation and responsibility. Responsible material selection, packaging innovation, and circular design principles are embedded across the Group's activities.

This section therefore outlines circular economy topics under ESRS E5, including resource inflows (E5-1, E5-2, E5-3), resource outflows (E5-1, E5-2, E5-5), and waste (E5-1, E5-2, E5-5), reflecting the Group's approach to resource efficiency and circularity.



SOCIAL: BUILDING EXCELLENCE TOGETHER

HAWORTH VALUE

CONTENT

WE RELY ON OUR MEMBERS

The Group's strength lies in its people and in the relationships it builds with members, customers, and its wider ecosystem. Engagement, diversity, and collaboration are central to its approach.

The section addresses workforce-related topics under ESRS S1, focusing on inclusion, belonging, wellbeing and health and safety, as well as talent attraction. (ESRS 2 SBM-2, S1-1, S1-2, S1-4, S1-6, S1-7, S1-8, S1-9, S1-10, S1-11, S1-14, S1-15).

WE EMBRACE CONTINUOUS LEARNING

Learning is a key driver of both individual and organizational growth. Haworth Lifestyle invests in training programs and reskilling initiatives to continuously develop its workforce, strengthening capabilities and supporting the Group's overall performance.

The section addresses learning and development topics under ESRS S1 (S1-1, S1-4, S1-13).

WE CREATE VALUE

The Group creates value by delivering innovative solutions that address customers' unmet needs, while ensuring that its value chain operates responsibly and respects the rights and wellbeing of all workers involved. This section addresses value chain and workers-related topics under ESRS S2, as well as governance aspects, including responsible business conduct (GRI 204-1, S2-1, S2-2, S2-3, S2-4; G1-2, G1-6).

WE LISTEN TO OUR CUSTOMERS

Customer listening is at the foundation of the Group's approach, guiding the development of solutions that are functional, meaningful, and long-lasting. Across all brands, understanding customer needs is a continuous process that informs design, innovation, and long-term strategy.

This section describes the Group approach to service excellence and customer engagement, followed by product quality and safety.

GOVERNANCE: LEADING WITH INTEGRITY

HAWORTH VALUE

CONTENT

WE HONOR INTEGRITY

Integrity shapes the Group's approach to business conduct and its relationships across the value chain.

This commitment is reflected in its governance framework and in the adoption of a Code of Ethics and a Supplier Code of Conduct, which define the standards guiding business practices across all stakeholders (G1-1, S1-3, G1-3).





GENERAL: DRIVING DESIGN EXCELLENCE

HAWORTH LIFESTYLE: OUR GROUP

Haworth Lifestyle is the division of Haworth Group that operates as a distinctive brand platform in the interior design industry, integrating manufacturing excellence, design expertise, and cutting-edge retail experiences.

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 Group 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 the interiors of cars, aircraft and yachts. Comfort and aesthetics are complementary ideals to the Group's ethos. Each

creation reflects this balance, expressing a design vision that combines craftsmanship, functionality and enduring value.

Haworth Lifestyle's strength lies in the diversity and synergy of its brands, supported by a global team of over 2,300 dedicated members.

Haworth Lifestyle operates across multiple sectors through its brands, offering a diverse range of products and services. 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, fostering mutual inspiration and best-practice exchange while preserving unique identities. This structure enables Haworth Lifestyle to deliver comprehensive and customized solutions while maintaining a strong commitment to excellence, heritage and customer satisfaction.

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 14 Compasso d'Oro awards, considered the highest achievement in the design furniture world.

HAWORTH Lifestyle

cappellini

Cassina

CECCOTTICOLLEZIONI

INTERNI



JANUS et Cie®

Karakter

LUMINAIRE®

LUXURY **HL** LIVING®
GROUP



IN MOTION

zanotta:

HISTORY

HAWORTH GROUP IN BRIEF

Haworth Group is a privately held family-owned office furniture business 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 items.

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 400 dealerships spanning over 150 countries, Haworth Group has established itself as a global leader in the industry.

HAWORTH LIFESTYLE'S HISTORY IN BRIEF: OVER 10 YEARS OF RENOWNED COMPANIES JOINING HAWORTH GROUP

2014

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

2021

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

2024

A majority stake in **KJ Ryan Ltd**, a company focused on high-end interior components for high-end cars

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

Ralph Lauren, the U.S. fashion house under a licensing agreement with **Luxury Living Group**

2023

Vivente, based in Dubai, specialized in high-end residential interiors

2025

The Group introduced a new divisional organizational structure aimed at strengthening its international presence, consolidating brand expertise, and fostering collaboration across its portfolio. Brands are now grouped into dedicated Divisions based on their positioning and design identity, with the objective of creating synergies, supporting talent development, and enabling managerial growth both within and across **divisions**.

- » **Luxury Division:** Poltrona Frau and Ceccotti Collezioni
- » **Design Division:** Cassina, Karakter, Zanotta and Cappellini
- » **Retail Division:** Interni and Luminaire
- » **Industrial Division:** Poltrona Frau In Motion and KJ Ryan
- » **Licensing Division:** Luxury Living Group, which in 2025 took over the global production and distribution of **Fendi Casa** furniture and home accessories.

GLOBAL PRESENCE

[ESRS 2 SBM-I]

Haworth Lifestyle's corporate headquarters are in Milan, Italy, while the headquarters of its brands are located across Italy and the US. Manufacturing facilities in Italy are distributed across several regions, including Lombardy, Emilia-Romagna, Marche and Tuscany; the US production site is situated in Santa Fe Springs, within the Los Angeles metropolitan area, and the UK production facility is located in Coventry.

This strategic setup ensures that operational hubs remain close to each brand's headquarters, enabling the Group to draw on the rich histories and traditions of its brands. Moreover, logistics hubs in key locations support streamlined delivery and efficient product distribution.

Haworth Lifestyle sells its products globally through a variety of physical and online sales channels, including over 80 directly operated stores (DOS) across key markets in Europe, the Americas, Asia, and the Middle East. Additionally, the Group counts more than 1,100 mono- and multi-brand stores managed by partners and dealers.

1,100+

mono-and-multi-brand stores managed by partners and dealers



Staging Modernity, a celebration of the 60th anniversary of the Le Corbusier®, Pierre Jeanneret®, Charlotte Perriand® Collection edited by Cassina, ph. Omar Sartor

ITALY

HAWORTH Lifestyle
Corporate Headquarters
Milan

INTERNI
Headquarters
Mariano Comense

Cassina
Headquarters
and two plants
Meda

LUXURY LIVING[®]
GROUP
Headquarters
and plant
Forlì

zanotta:
Headquarters
and plant
Nova Milanese

Poltrona Frau
Poltrona Frau Residential Living
and Custom Interiors
Headquarters and plant
Tolentino

cappellini
Headquarters
and plant
Lentate sul Seveso

Poltrona Frau
IN MOTION
Poltrona Frau In Motion
Headquarters and plant
Tolentino

CECCOTTICOLLEZIONI
Headquarters
and plant
Cascina

Poltrona Frau
IN MOTION
Poltrona Frau In Motion
Plant
Montegrnaro

UK

Poltrona Frau
IN MOTION
Poltrona Frau In Motion
Two plants
Coventry

US

JANUS et Cie[®]
Headquarters and plant
Santa Fe Springs

LUMINAIRE[®]
Headquarters
Miami

MAIN ACTIVITIES AND VALUE CHAIN

[ESRS 2 SBM-I]

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 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 develop concepts that are then refined together with the brands, ensuring that every product reflects their distinctive creative language. From the earliest stages, design is closely connected with production: forms, proportions and technical solutions are developed through continuous dialogue between designers and the teams responsible for engineering and manufacturing. This collaboration allows aesthetics and functionality to evolve together, while materials are selected according to precise requirements of quality, durability and coherence with the design vision.

The making of each product is also enabled by a network of specialized suppliers that provide raw materials, including fabrics, padding, leather and wood, and key semi-finished components. These materials are chosen through a collaborative process involving research and development, industrialization teams, designers and artisans. Their combined expertise ensures that each material supports the intended performance, craftsmanship and character of the final product.

The development of each design follows an iterative and circular process, involving constant dialogue between each brand, its designers and suppliers, in

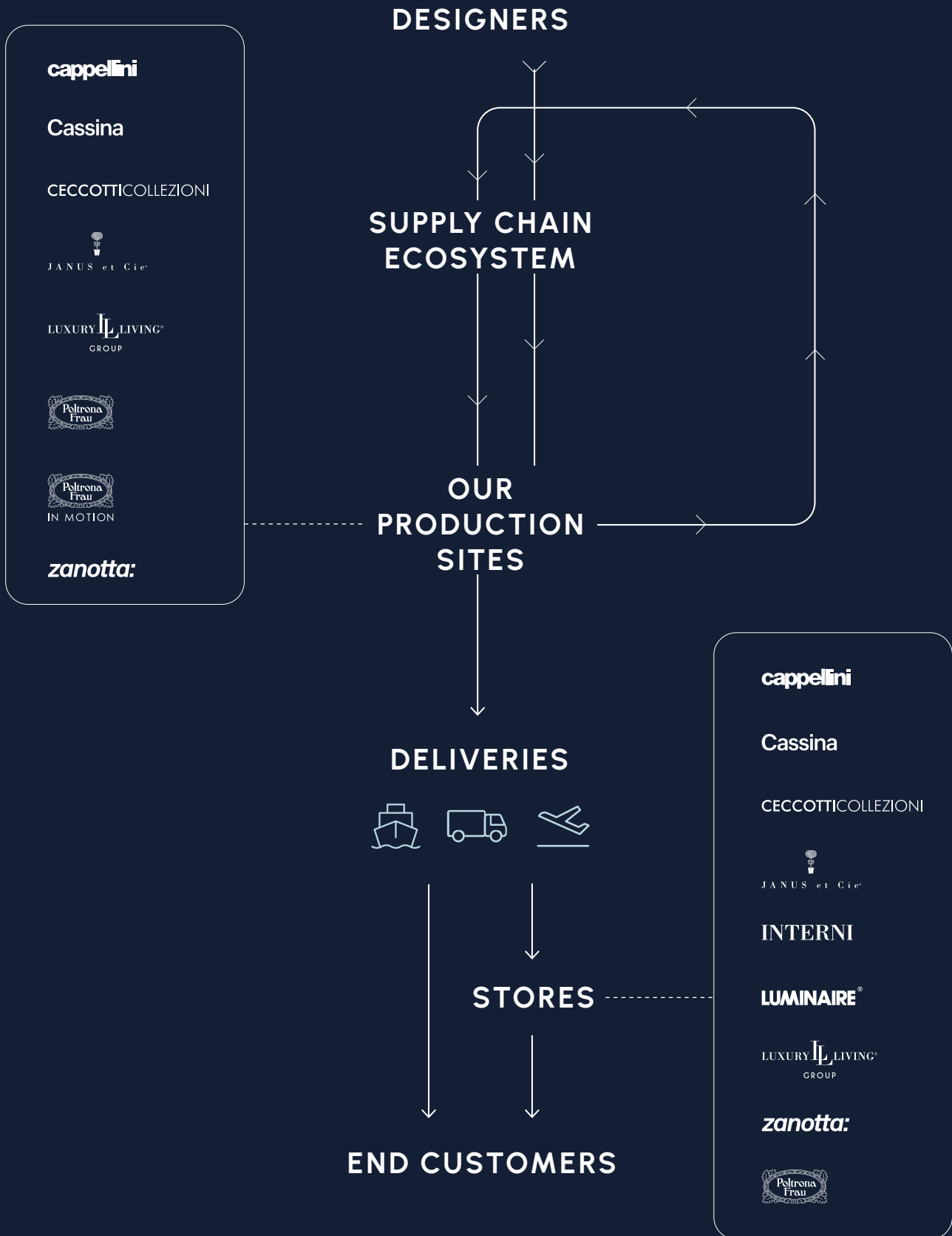
order to honor each brand's identity. Within the Custom Interiors business units of Cassina and Poltrona Frau, the brands engage in a collaborative design process with architects and designers to define every aspect of tailor-made furniture pieces, ensuring ad hoc solutions that reflect the unique identity and needs of each client.

During the manufacturing process a rigorous monitoring system is implemented in every phase to guarantee the highest quality and excellence. Skilled craftspeople carry out the production and finishing of frames and structures. Cutting, sewing and finishing operations are performed with artisanal care, while specialists tailor and apply upholstery.

Once the final details are added and the quality checks are completed, the products are packaged and distributed through various logistics channels - by land, sea or air - to reach stores, private customers or contract projects. Outbound logistics operations are handled centrally by Haworth Lifestyle to optimize efficiency and coordination.

Designed for long-term use, many pieces remain in circulation for decades, with some continuing their lifecycle through resale markets that extend their useful life.

HAWORTH LIFESTYLE'S VALUE CHAIN



OUR GOVERNANCE

[ESRS 2 GOV-1]

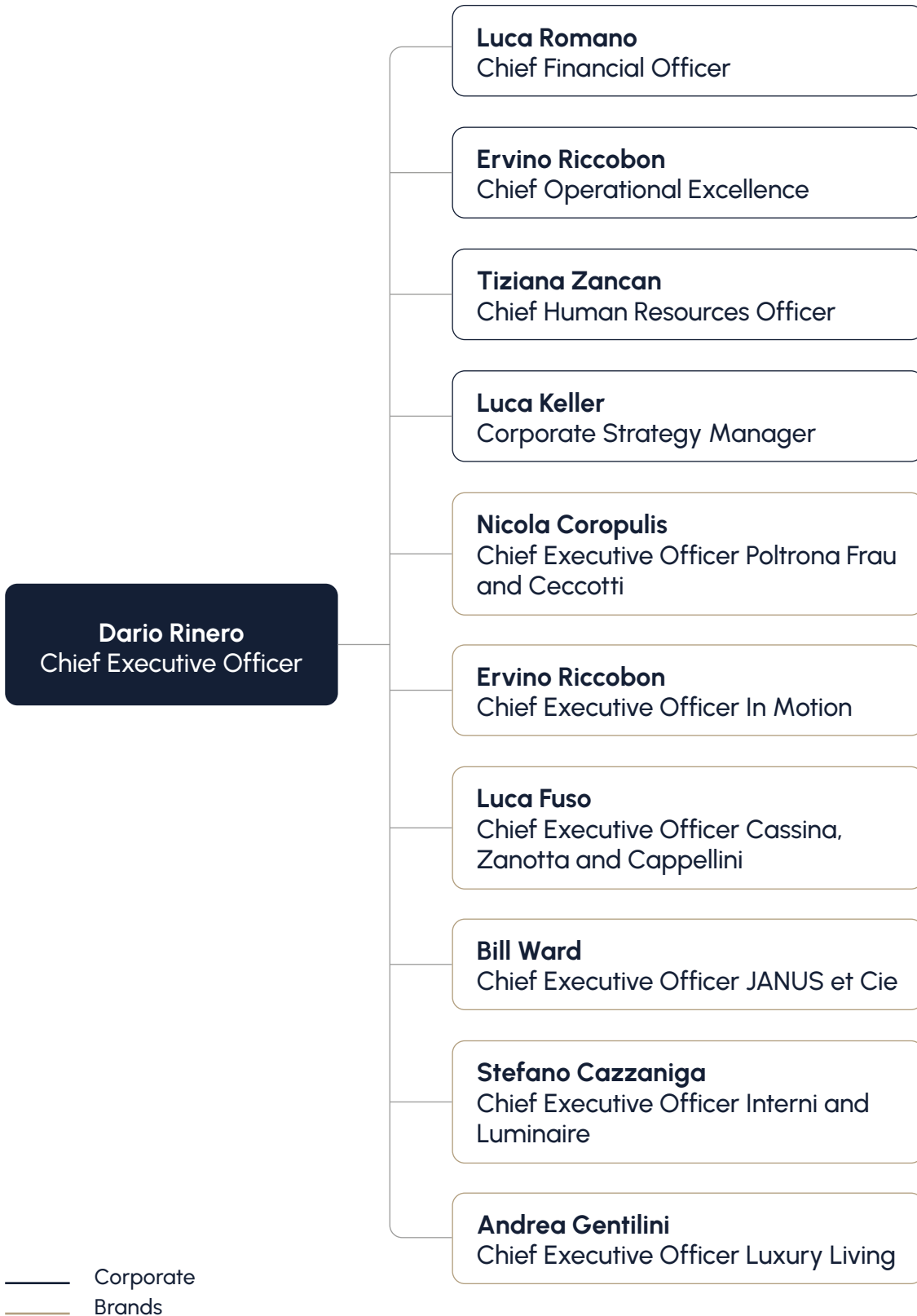
Haworth Lifestyle's governance structure seeks to balance synergies across brands with the preservation of their distinctive entrepreneurial identities. This model fosters innovation, bottom-up contributions and the exchange of best practices while maintaining a shared commitment to design and manufacturing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

Under the guidance of Haworth Group, Haworth Lifestyle coordinates its strategic activities through **key corporate functions**, including:

- » **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.
- » **Operations Excellence:** drives synergies among brands across production, procurement, logistics, real estate areas and IT, 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.
- » **Finance:** supports consistent financial governance across brands by defining shared principles for planning, reporting, and performance monitoring. The function enables informed decision-making through consolidated financial visibility, capital allocation, and risk-aware financial management.
- » **Strategy:** coordinates portfolio-level strategic direction by translating long-term priorities into actionable plans, supporting brand development and cross-brand initiatives. The function monitors market dynamics and helps align projects and investments with Haworth Lifestyle's positioning and growth objectives.
- » **Internal Audit:** operates independently as a voluntary control function adopted by Haworth Group, enhancing oversight of business ethics and operational processes.

Within this framework, and in line with the Group's approach, based on promoting innovation and dialogue, the operational day-to-day business and strategic business decisions are devolved to the brands.

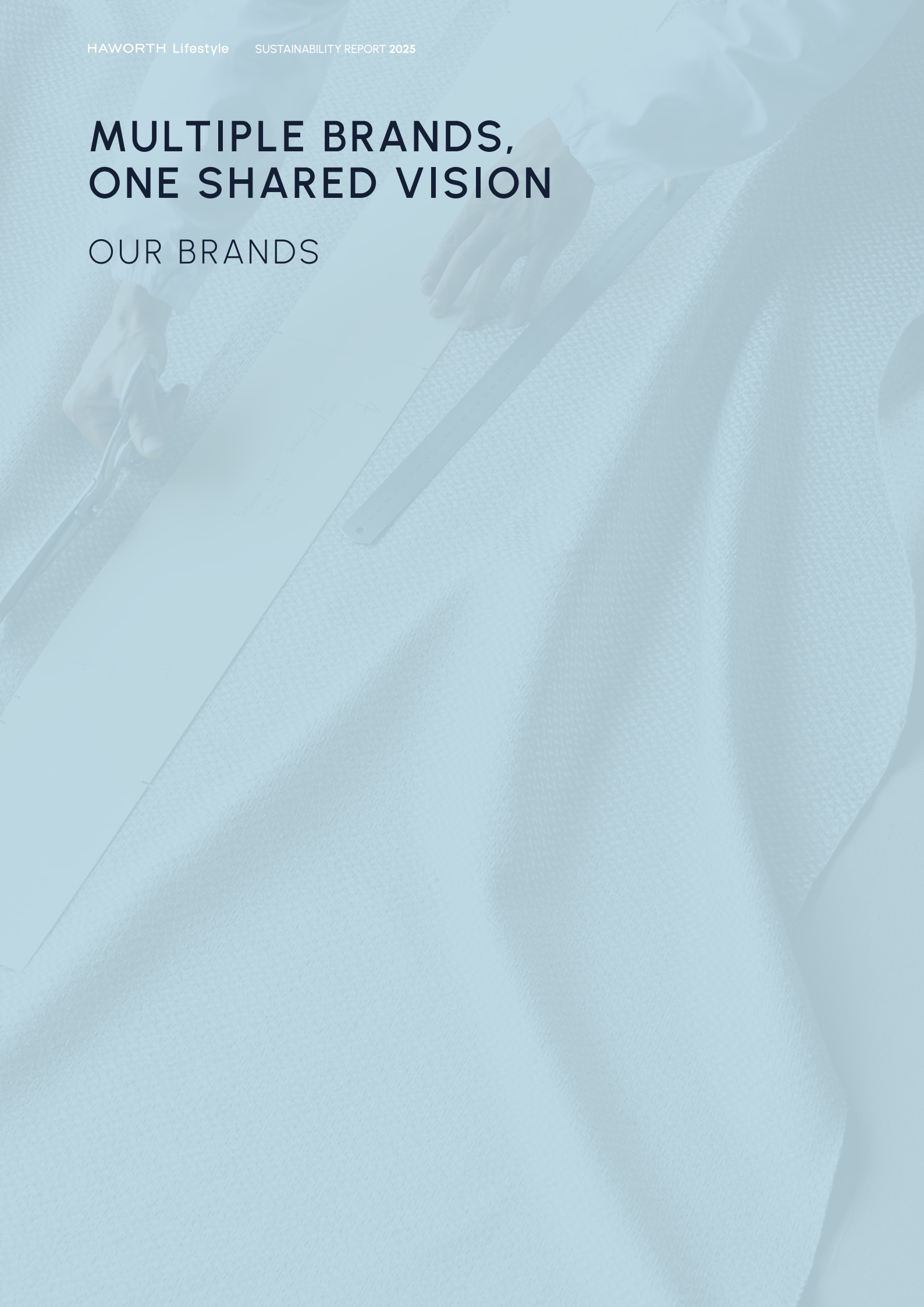




4. This page illustrates the primary functions and stakeholders engaged in the management and supervision of Haworth Lifestyle and its operations. The tabular version of indicator GOV-1 can be found on page 166.

MULTIPLE BRANDS, ONE SHARED VISION

OUR BRANDS



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 "SIDE 1" and the "S-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 COLLABORATIONS

» **Association for Industrial Design (ADI):** brings together and represents leading contributors in the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.

» **gOOOders and Design Differente:** the brand has continued its collaboration with Design Differente for gOOOders, a lifestyle concept founded by fashion editor Eva G eraldine Fontanelli, with the idea of supporting and giving visibility to projects with a strong social component, without compromising aesthetic appeal. The collaboration remained centered on the first gOOOders store in Milan, opened in 2024, for which Cappellini curated the layout of the space, conceived as an avant-garde cultural laboratory featuring artisan objects.

Cassina

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



3 Fauteuil Grand Confort, grand modèle, durable, 60, by Le Corbusier, Pierre Jeanneret and Charlotte Perriand – Cassina iMaestri Collection, ph. Francesco Dolfo

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 1950s 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 in which 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 designer lighting catalog. The same philosophy has also been applied to the yachting world, with a dedicated look-book.

Cassina is renowned for its icons that have written the history of design. The brand has an undiminished passion for wood craftsmanship, still today carried out in its carpentry workshop which continues to be a hub around which many of its products are developed. The artisans pass on their experience from generation to generation,

designing and producing, for example, incredibly precise, refined and resistant joints, a distinctive element of the brand's production skills that make each piece unique. The 699 *Superleggera*, an iconic interpretation of the Ligurian "chiavarina" chair designed with Gio Ponti, has been produced here since 1957, featuring expert workmanship in an incomparable synthesis of solidity and lightness.

During the 1960s, Cassina specialised in manufacturing upholstered furniture, leveraging the potential of innovative materials of the time. *Ciprea*, designed in 1968 by Afra and Tobia Scarpa, was the first example of a single volume made from expanded polyurethane foam without any internal reinforcement, shattering the stereotype of the classic upholstered armchair. The company also contributed to the profound re-interpretation 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.

As a reflection of Cassina's cultural relevance, many of its iconic products are exhibited in the world's most important museums, including the Triennale Milano, the MoMA in New York and the Centre Pompidou in Paris.

Cassina's constant commitment to innovation, that has always distinguished the brand, is particularly evident in the **in-depth philological research and development process established to reissue and preserve modern design icons**. In 1964, the brand obtained the exclusive worldwide rights to produce the first four models designed by **Le Corbusier, Pierre Jeanneret and Charlotte Perriand**, employing a careful reconstruction procedure that led to the launch of the **Cassina iMaestri Collection** in 1973. This distinctive approach has brought major 20th Century design classics, and pieces that would have otherwise remained unknown, to life through industrial production, diffusing their cultural significance through faithful, well-documented products developed in close collaboration with the heirs and official foundations of the designers, always in respect of the original projects.

This unrivaled attention devoted to **research, innovation and excellence** is evident throughout the brand's production process. **Each piece of furniture, manufactured in Meda in the Brianza region of Italy, is made to last, and a rigorous monitoring system is implemented in every phase, guaranteeing the highest quality**. In 2020, the company presented Cassina LAB, an approach in continuous expansion born from the collaboration with POLI.design at the Milan Polytechnic, aimed at rethinking the future of

design through the identification of circular materials to be employed in the manufacture of products and the development of projects in favor of well-being. In order to improve and measure product circularity with tangible data, the brand employs an innovative tool to optimize 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 named among the hundred most significant and virtuous examples of the 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.

Cassina also has a dedicated division that boasts a 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, to design and produce tailor-made furnishings often characterized by special handcrafted workmanship.



Fiandra system by Vico Magistretti – Cassina iMaestri Collection, ph. Francesco Dolfo

AWARDS

- » **Fuorisalone Award (2025):** special mention in the "Media Partners" category for the installation "Staging Modernity", held in celebration of the 60th anniversary of the production of the Le Corbusier®, Pierre Jeanneret® and Charlotte Perriand® Collection.
- » **Compasso d'Oro:** 683 chair by Carlo de Carli (1954); Soriana model by Afra and Tobia Scarpa (1970); Maralunga sofa by Vico Magistretti (1979);

PARTNERSHIPS AND COLLABORATIONS

- » **Association for Industrial Design (ADI):** brings together and represents leading contributors in the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.
- » **Support of cultural foundations:** Cassina actively supports the foundations and heirs of the designers that are part of its iMaestri Collection, preserving, promoting and celebrating the cultural and creative heritage of these prominent figures in the design and architecture fields. In line with this commitment, the brand engages in numerous cultural initiatives, including the dissemination of design culture through exhibitions, publications and projects. Further initiatives include the contribution to the restoration and maintenance of Maison La Roche-Jeanneret in Paris in collaboration with the Fondation Le Corbusier, in the role of founding member, supporting the upkeep and enhancement of the Fondazione Magistretti's spaces and, the promotion of cultural activities with the Fondazione Franco Albini to safeguard and diffuse the designer's legacy. In addition, in 2025, Cassina celebrated 60 years of production of the Le Corbusier®, Pierre Jeanneret®, and Charlotte Perriand® Collection through a series of dedicated activities.
- » **Italian exhibitions:** Cassina took part in several exhibitions in Italy, loaning products from its archive and collection, such as, the *Tre Pezzi* armchair by Franco Albini for the Spazio Design exhibition at the Museo dell'Automobile and the *Tramonto a New York* sofa by Gaetano Pesce for the "Arte e design. Design è arte" exhibition at MA*GA and photographic material for the Identitalia exhibition at the Fondazione M9 – Museo del '900 in Venice, Mestre.

Career Award for the *699 Superleggera* chair by Gio Ponti and an Honorable Mention for the Esosoft system by Antonio Citterio (2024). In 1991, the brand was recognized for its contribution to industrial manufacture, for its innovative role and forerunning internationalization of its production and for having contributed to the overall enhancement of design culture.

- » During the 19th International Architecture Exhibition of La Biennale di Venezia, curated by Carlo Ratti, Cassina renewed its commitment to promoting design culture through the reactivation of the Biglietteria Scarpa ticket office, designed by Carlo Scarpa in 1952. The space hosted *Voice of Commons*, a Special Project by Giulia Foscari, founder of UNA-UNLESS. Held under the patronage of UNESCO, the UN Decade of Ocean Science for Sustainable Development and the European Space Agency, the historic ticket office hosted talks and podcasts focused on global commons, including Antarctica, the Ocean, the Atmosphere and Outer Space. For the occasion, inspired by an interior drawing by Carlo Scarpa, Cassina's Art Director Patricia Urquiola designed two benches produced by Cassina Custom Interiors, conceived to dialogue with the ticket office's architecture. The installation also featured the *Mexique* stools by Charlotte Perriand and the *Modular Imagination* poufs by Virgil Abloh from the Cassina collection.
- » **International exhibitions:** Cassina was also involved in a series of international exhibitions. The brand was partner of the first exhibition dedicated to Charlotte Perriand in Germany at the Krefeld Kunstmuseum where its reconstruction of the *Salon d'Automne* was displayed and prototypes from the Historical Archive were featured together with other items from its collection. In Belgium, an exhibition by Patricia Urquiola at CID – The Grand Hornu included the *Mon-Cloud* armchair, the *Dudet* small armchair, the *Sengu Table* and four *Sestiere* vases designed for Cassina.



CECCOTTICOLLEZIONI

Over 60 years of history promoting craftsmanship and design



Ceccotti Collezioni was founded in 1988, embracing a new era of contemporary design grounded in Tuscan roots that perpetuate the culture of beauty and craftsmanship in woodworking.

Ceccotti Collezioni traces its origins to the founding of Ceccotti Collezioni Aviero in 1956, which was initially established as a maker of home furniture and later recognized for its hotel furnishings. Collaborating with leading international chains such as Trusthouse Forte, Sheraton and Ciga, Ceccotti Collezioni Aviero gained global recognition while upholding the rich artisan tradition of Cascina, Tuscany.

Thanks to Franco Ceccotti, the youngest son of Aviero, and to designer Roberto Lazzeroni, the company's craftsmanship opened up to critical reflection within a contemporary design research path. This marked a turning point, resulting in Ceccotti Collezioni and its first collection, "**Dedos Tenidos**". Experimenting with new shapes and materials, and influenced by the eclectic and surrealistic world of Gaudí, Mollino and Scandinavian designs of the 1950's, Ceccotti Collezioni developed objects of organic sinuosity, anthropomorphic shapes, where soft curves connected with fluid profiles.

Today, Ceccotti Collezioni embodies the essence of fine craftsmanship, merging tradition with contemporary takes to create handcrafted objects

of desire that can be handed down from one generation to the next. In an age dominated by virtual experiences, Ceccotti Collezioni pieces are more than mere physical representations: they invite tactile engagement and interaction. At Ceccotti Collezioni, there is a special connection between technology and craftsmanship - between the skill of the craft "artists" trained at the Cascina School of Art (founded in 1871) and the vision of the designers, culminating in product engineering that is truly remarkable. The brand seeks to reinterpret and innovate, and is naturally oriented towards luxury, reflecting an expertise that seamlessly combines handcraft mastery with modern technologies. This commitment to redefining luxury through tangible, immersive experiences underscore the company's dedication to its artisan roots while embracing the demands of the modern world. The brand also develops projects for the contract business line, partnering with hospitality, workplace, and other professional settings.

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

AWARDS

- » **ADI Design Index (2025):** inclusion in the "ADI Design Index 2025" with Eileen armchair by DRAW Studio, also presented at the "Tuscany Means Design" Exhibition.

PARTNERSHIPS AND COLLABORATIONS

- » **The DUO collection:** a collaborative project with Poltrona Frau that took shape in the creation of furniture pieces made by expert artisans at its Tolentino and Cascina production sites. The collaboration spanned three editions: in 2023 as the Living Room, featuring the DUO Cabinet, Low Table, Bench, Mirror, Bookcase, Trolley, Flor Mirror, Console, Pedestal Table and Screen – alongside the Poltrona Frau's DUO Lounge Sofa and Rug; in 2024 as the Dining Room, with the DUO Table and Big Bench – alongside the Poltrona Frau's DUO Chair and Small Armchair; and in 2025 as the Night area, with the DUO Valet Stand, Bedside Table, Vanity, Chest of drawers and Triptych mirror – alongside the Poltrona Frau's DUO Bed. The collaboration reflects the principle of shared creativity, with the joint effort of Poltrona Frau and Ceccotti Collezioni resulting in a collection that reaches new creative and conceptual heights.
- » **Copenhagen 3daysofdesign:** during the 3daysofdesign Festival, held in June in Copenhagen, Ceccotti Collezioni presented some of its iconic pieces on the premises of its local partner, Rue Verte. The display featured the DC 80 armchair with the DC 60 ottoman, alongside the After Glow lamps in both pendant and floor versions. All pieces were designed by Vincenzo De Cotiis, who combined refined materials with sculptural forms to explore the balance between art and functionality.

- » **Courmayeur Design Weekend in white:** at the foot of Mont Blanc, the fifth edition of the Courmayeur Design Weekend hosted the exhibition "Continuiamo ad andare in bianco" ("We keep going in white"), curated by Design Weekend veteran Giulio Cappellini and Giulio Iacchetti. The project follows "50 sfumature di bianco" ("50 shades of white"), a selection of iconic and recent design pieces, including the white Spine chair by Ceccotti Collezioni, presented in a strictly white palette in June during the Ostuni Design Weekend.
- » **T-Bone at Jaime Hayon's Le Miroir Exhibition:** from June to September 2025 Ceccotti Collezioni participated with one of its design icons, the T-Bone armchair, in Jaime Hayon's *Le Miroir* Exhibition, held in the prestigious setting of Villa Noailles in Hyères, southern France.
- » **Ceccotti Collezioni x WOW!house:** conceived as a one-of-a-kind "designer showhouse," WOW!house featured 22 full-scale environments created by leading global designers and brands. Ceccotti Collezioni took center stage in the studio designed by Staffan Tollgård in collaboration with Phillip Jeffries, the iconic artisanal wallcovering brand. The space embodied the "fil rouge" philosophy, a conceptual thread connecting every element of the project, presenting a vision that blends functionality, sculptural form, and organic beauty. The installation featured the Bean desk, the Neverfull storage unit, and the Golden Cage bookcase.



INTERNI

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



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

Founded in 1933 by Leonardo Cazzaniga as a carpentry workshop in Verano Brianza, Italy, Interni has grown into a leading interior design brand. Over the years the company expanded through the opening of furniture stores, first across Italy and later overseas. Driven by a constant focus on quality, innovation, and customer service, it continues to grow globally while shaping the future of interior design.

A key milestone in this journey was the **meeting of Interni and Luminaire**, which marked a new chapter in the design retail world. This collaboration brings together excellence and shared values for the exploration of boundless possibilities.

Today, Interni operates as a global network, both digital and physical, with a strategic presence in major markets across Europe, the Middle East, and the United States. Its ecosystem includes multi-brand and mono-brand stores, as well as advanced logistics hubs.

The brand's mission is to conceive and deliver interior design solutions on a global scale, offering clients a complete design experience supported by

consolidated know-how and an international network of partners and collaborators.

The company is committed to delivering high-quality services and products, offering a broad range of styles to meet diverse tastes and needs. It operates in five continents, 169 countries, and 1,912 cities.

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

Projects are all based on a 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 that will be integrated into its e-commerce portfolio.

PARTNERSHIPS AND COLLABORATIONS

- » **Salone del Mobile 2025:** During Milan Design Week, Interni took part in a series of local initiatives, joining the Design District, fostering exclusive collaborations and bespoke creations.





JANUS et Cie®

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



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

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 reinforced 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 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, Paola Navone, Ludovica

Serafini+Roberto Palomba reflect a commitment to innovative design. By 2025, JANUS et Cie had earned 214 juried product design awards, including multiple Red Dot and Good Design honors, establishing significant milestones in design recognition.

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 presence 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

- » **GOOD DESIGN® Award (2025):** received for several new collections, including Boheme, Chopstix, Noonu, Orchid, Plume and Sandira.
- » **Interior Design (2025):** "Best of Year in the Outdoor Seating category" for the Monstera Collection by Patrick Norguet and Cordella Lounge Chair by JANUS et Cie.
- » **Frederic's Third Annual It List Awards:** to support the next generation of design talent, the brand sponsored Frederic's Third Annual It List Awards, recognizing emerging interior designers shaping the future of the profession. To mark the occasion, an intimate dinner was hosted at the New York home of the magazine's Editor in Chief. All fourteen designers on the list were celebrated and recognized for their accomplishments and dedication to the craft, with JANUS et Cie offering a special gift to each of the firms, further nurturing the next wave of designers.

PARTNERSHIPS AND COLLABORATIONS

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



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 an expressive and occasionally playful portfolio of furniture, lighting and objects.

Karakter creates design pieces with a strong individual identity for both homes and public spaces worldwide, combining an exploratory design approach with a consistent focus on quality. The brand works with contemporary designers, including Aldo Bakker and PlueerSmitt, and also curates iconic works by masters such as Bodil Kjær, Achille and Pier Giacomo Castiglioni, Paul McCobb, Joe Colombo and Angelo Mangiarotti.

Among its signature products are the **Plexi lamp** (1962,

Angelo Mangiarotti), originally produced in limited numbers and especially impactful when grouped in large spaces, **Scarpa's 925 lounge chair**, defined by a solid wood frame paired with lighter leather elements, and **121 dining chair**, a versatile design suited to both classic and contemporary interiors.

Since 2025, thanks to the deeply felt affinity between the two brands, Karakter has been integrated into Cassina's atmospheres with an extensive selection of Karakter x Cassina products.



LUMINAIRE®

50 years
of cutting-edge
design



Luminaire is a pioneering design company that has evolved beyond a showroom onto a turn-key partner for complete projects.

Since 1974, Luminaire has guided clients from vision to realization with integrated services that span furniture, kitchens, wardrobes, lighting, and more. With locations in Miami, Chicago, and California, the brand is now, together with Interni, launching the world's

strongest Global Design Network with presence in the US, Europe and the Middle East. Luminaire continues to shape a culture of enlightened living, uniting innovation, craftsmanship, and the transformative power of design.

AWARDS

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

PARTNERSHIPS AND COLLABORATIONS

» **Design Miami 2025:** for Design Miami 2025 Luminaire transformed the Miami Design District into a dynamic showcase of contemporary design, bringing together leading creators and collectors. Featured installations reflected Luminaire's role in curating and hosting a platform for dialogue and exchange around contemporary design, with presentations by Exteta, Technogym, and Edra bringing together different perspectives on comfort, performance, and form. The event marked a milestone for Luminaire, establishing Luminaire Design Factory as Miami's premier destination for full-scale design projects.

» **B&B Italia in Los Angeles:** Luminaire Los Angeles hosted an event for the design community to launch its new partnership with B&B Italia, celebrating with an exhibition by Ian Rayer Smith.

» **Flexform first Mono-Space in Chicago:** Luminaire showcased Flexform's acclaimed Indoor Outdoor Collection and celebrated the opening of its new Flexform Mono Space in Chicago, where this visionary work is presented in its full expression.

» **Pre-Construction Summit by Profile Miami:** Luminaire Coral Gables welcomed South Florida's top developers, architects, and designers to the Pre-Construction Summit, an evening focused on shaping the future of Miami. Throughout the event, panel discussions and networking chats served to highlight how design serves as both inspiration and a foundation for successful projects.

» **A tale of two cities:** on the West Coast, two immersive events in San Francisco and Los Angeles brought together leading visionaries from design, art, architecture, and luxury, reinforcing Luminaire's role as a cultural connector. Each gathering explored the intersection of disciplines and showcased experiences where design was not only seen but deeply felt.



*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 is a partner of 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.** In July 2025 Luxury Living Group added **Fendi** to its licensing portfolio, taking over control of global production and distribution of Fendi Casa furniture and home accessories, part of the French luxury group LVMH.

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 only adds to brands' 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, covered 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.

The TYPE_4 dining table, with an open framework, represents the hallmark for all new Bugatti Home pieces.



PARTNERSHIPS AND COLLABORATIONS

- » **Collaboration with Paolo Stella:** in late 2025 Luxury Living Group began proposing a residential space curated by Paolo Stella in collaboration with the creative team of Trussardi Casa. Conceived as a refined domestic environment, the project expresses a sophisticated vision of living in which every element contributes to a coherent and evolving narrative. Each piece is chosen for its balance of form, material, and proportion, conveying a sense of unpretentious elegance and authentic Italian savoir-faire. Rooted in Stella's creative vision, the space becomes a dialogue between design, culture, and contemporary lifestyle, where the brand's aesthetic is translated into a modern interpretation of comfort, craftsmanship, and understated luxury.
- » **Collaboration with Lazzarini Pickering Architetti for Luxence:** this partnership led to the creation of the Otreblà capsule collection, which explores form and perception through a refined interplay of volume, matter, and color. Drawing on the studio's multidisciplinary vision, the project translates a distinctive design approach into high-end furniture, expressing sculptural clarity, geometric balance, and timeless formal elegance that goes beyond fleeting trends.



*113 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 Units: *Residential Living*, *Custom Interiors* and *Poltrona Frau In Motion*.

Following the opening of the Poltrona Frau Museum in Tolentino, designed by architect Michele De Lucchi in 2012 as a center dedicated to preserving and enhancing the brand's heritage, Poltrona Frau inaugurated its first international museum in 2025. Located within the brand's flagship store in Shanghai's Jing'an District, the new museum reflects the brand's retail geographic expansion strategy, focused on

strengthening its international presence through the opening of new flagship and monobrand stores in key high-potential markets. This approach supports the consolidation of Poltrona Frau's positioning in the global high-end interiors sector, while offering an immersive journey through more than a century of history, design culture, craftsmanship, and innovation.

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, ensuring high quality standards 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 the utmost dedication in a perfect synergy of craftsmanship, innovation,

and aesthetic value. Each element of the Beautilities collections reflects the rich artisanal heritage of Poltrona Frau.

Alongside its historical collections, Poltrona Frau continues to evolve its Residential Living offering through collaborations with more recent and contemporary designers, including Jean-Marie Massaud, Ludovica Serafini + Roberto Palomba, Roberto Lazzeroni, GamFratesi, Faye Toogood, Sebastian Herkner, and Neri&Hu. These collaborations contribute to the ongoing development of the collection, bringing new perspectives while remaining consistent with the brand's identity. Notable recent projects include the capsule collection developed with Fornasetti, featuring a special edition of the *1919 Armchair* and the *Isidoro trunk bar*, and the collaboration with Leica for the *Fidelio Multimedia Cabinet – Home Cinema Edition*, designed to accommodate the Leica Cine 1 smart laser TV. The brand also worked with newer creative voices, including Six N. Five, which designed the *Moonbeam* table lamp and *Foliage* floor lamp and the *Memoria* rug. Further highlights include a limited edition created to celebrate the 60th anniversary of Gio Ponti's *Dezza Armchair*, produced in 60 pieces featuring a previously unpublished illustration by Ponti, and the collaboration with Japanese ceramic artist Yuki Nara.

CUSTOM INTERIORS: ELEGANCE AND COMFORT FOR SPECIAL ENVIRONMENTS

The Custom Interiors Business Unit provides custom and bespoke products and solutions 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, and all product and service quality requirements are met.

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 brand boutiques, and for airport interiors globally, from Naples International Airport to Narita International Airport in Chiba, Japan.

Poltrona Frau Custom Interiors has been selected by 12 Pritzker Prize-winning architects, including Renzo Piano, Foster + Partners, Frank O. Gehry, Jean Nouvel, Zaha Hadid Studio, and David Chipperfield, for projects that have helped shape contemporary spaces.



POLTRONA FRAU IN MOTION: SKILL AND TECHNOLOGIES IN MOTION

The Poltrona Frau In Motion Business Unit produces leather- and fabric-covered components to create exclusive interiors for the luxury automotive, aircraft, trains and yachts sectors, working alongside its clients, who include the world's leading luxury car manufacturers.

With a team of highly-trained professionals, the Business Unit supports clients in all project phases, from stylistic choices to the manufacturing process. Poltrona Frau 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 In Motion Business Unit has created components for some of the world's best-known 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).
- » **Archiproducts Design Awards (2025):** with the Lepli armchair by Kensaku Oshiro.
- » **International Chamber of Commerce (ICC) Business Awards (2025):** "Best Italian Multinational Corporation".
- » **Interior Design Best of Year Awards (2025):** "Residential Lounge Seating" with the Downtown Lounge Armchair and pouf by Jean-Marie Massaud.
- » **NYCxDESIGN Award (2025):** "Residential Seating" with Lepli armchair by Kensaku Oshiro.
- » **Wallpaper* Design Award (2025):** "Best Design" with Squash table by Faye Toogood.



PARTNERSHIPS AND COLLABORATIONS

- » **Association for Industrial Design (ADI):** Brings together and represents leading contributors in 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.
- » **Tolentino Design Weekend:** during the inaugural Design Weekend of Tolentino, Poltrona Frau opened its Museum for a special event, fostering dialogue and the exchange of ideas. Architects and managers from leading Italian design studios, attended an exclusive guided tour event, exploring the brand's history, craftsmanship, and values of authenticity, innovation, and design culture. Participants included AMDL Circle, Lombardini22, One Works, Progetto CMR, Tortato Architetti, D.O.S., GBPA Architects, GioLatis Studio, Leftloft, A-Fact, and WIP Architetti. Part of a national format that stopped by at Courmayeur, Pietrasanta, and Ostuni, the Tolentino edition focused on the theme "*Loqui et Labora*", reflecting Poltrona Frau's philosophy of combining dialogue, action, and co-creation to foster culture and innovation.
- » **Design in Motion at the Poltrona Frau Museum:** during the Grand Tour dei Musei 2025 (Grand Tour of Museums 2025) and Notte dei Musei (Night of Museums), the Poltrona Frau Museum in Tolentino hosted "*Design in Movimento*" ("Design in Motion"), a site-specific dance performance created with the Tolentino Dance High School. Inspired by Poltrona Frau's iconic designs, the choreography combined contemporary and neoclassical dance to music by Schubert, Gershwin, Satie, and Aubry, reflecting the brand's values of craftsmanship, elegance, and innovation. The event was part of the national "*A Scuola d'Impresa*" ("At School with Enterprises") project, promoted by Museimpresa and LIUC Carlo Cattaneo University, and concluded with a performance inspired by "*L'automobile da corsa*" ("The racing car") by Tommaso Marinetti, celebrating the union of Futurist avant-garde and movement.
- » **FAI Spring Days:** in March 2025, the Poltrona Frau Museum opened its doors to visitors for a journey through Italian design and craftsmanship, in collaboration with the Macerata Delegation of Fondo per l'Ambiente Italiano (FAI), an Italian non-profit foundation dedicated to the protection and promotion of the country's historical, artistic, and landscape heritage. Students from the Filelfo High School in Tolentino acted as guides, leading the public to discover the history and values of Poltrona Frau.



IN MOTION

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



Poltrona Frau's debut in the automotive sector dates back to the mid-1980s, when it was commissioned to design the interior of an iconic car: the Lancia Thema Ferrari 8:32.

The In Motion Business Unit transcends the confines of residential living, and develops distinctive interiors for the automotive, aviation, rail and yachting sectors. With four production facilities - in Tolentino and Montegrano (both in the Marche Region) and two sites in Coventry (UK) following the acquisition of KJ Ryan - it leverages its international presence while remaining close to its main customers.

Every project presents the same ambitious challenge: to transfer Poltrona Frau expertise into an ever-changing context, understanding its clients' unique characteristics and the many constraints inherent in the different typologies, spaces and uses. In an increasingly dynamic world, where the boundaries between indoors and outdoors, home and travel, are increasingly blurred, the need for comfort and elegance is also growing outside of domestic spaces. In Motion can create original solutions and develop them in partnership with the customer, 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 skills 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.

Poltrona Frau 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, colors, and 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 all design and development phases, Poltrona Frau In Motion offers clients extensive customization possibilities. To support this vision, a dedicated Atelier has been established, equipped with specialized technology and skills to craft interiors that are truly one of a kind.

While Pelle Frau® is the thread running through Poltrona Frau In Motion's production, the company is making significant investments to develop and test alternative materials, such as low-impact leathers (like the automotive version of the Poltrona Frau Impact Less leather recently used for the re-edition of the exclusive Alfa Romeo 33 Stradale supercar), plant-derived materials, and high-performance fabrics, to accommodate the needs of the most sophisticated and demanding customers of luxury and bespoke vehicles.

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

The synergy with Poltrona Frau Residential and Custom Interiors remains - and will continue to be - a distinguishing trait for Poltrona Frau In Motion. It helps to bring tactile sensations, colors, and the

atmosphere of a living space into the experience of traveling — whether on the road, in the air, at sea, or on rail — while coming up to the functional, regulatory, sustainability, and aesthetic standards of the world's most prestigious brands.

AWARDS

- » **Focus Award for Outstanding Technological Innovation at Podio Ferrari:** On October 27, 2025, Poltrona Frau In Motion received the Focus Award for Outstanding Technological Innovation during the 2025 edition of the Podio Ferrari, the event celebrating the excellence of Ferrari's suppliers and partners. The award recognized the brand's flexibility, reliability, and proactivity in supporting Ferrari's customization programs, driven by the highest standards of craftsmanship and innovation in premium leather interiors. Selected from among over 300 international partners, the recognition highlights Poltrona Frau In Motion's commitment to quality and innovation. The partnership with Ferrari began in the 1990s and has developed into a long-standing and well-established collaboration that continues to this day.
- » **Collaborations with luxury automotive sector:** Alongside this historic partnership, Poltrona Frau In Motion collaborates with some of the most prestigious names in the luxury automotive world. Notable projects include the McLaren Speedtail, Porsche Panamera, Ducati XDiavel (limited edition), 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, Poltrona Frau 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 craftsmanship.

PARTNERSHIPS AND COLLABORATIONS

- » **Design in Motion at the Poltrona Frau Museum:** Poltrona Frau In Motion was also involved in the activities held at the Poltrona Frau Museum during the Grand Tour dei Musei 2025 (Grand Tour of Museums 2025) and Notte dei Musei (Night of Museums).



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 functionality at a surface level, 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, he was working on 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 becoming, in just a matter of years, 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 working ties with more than **148 designers**, who have contributed to a rich portfolio of high-end products.

Over **331 Zanotta pieces** have found a place in permanent collections of **60 museums** across **18 countries** around the world, including MoMA and the

Metropolitan Museum in New York, Centre George Pompidou 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:** 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 COLLABORATIONS

» **Association for Industrial Design (ADI):** Brings together and represents leading contributors in 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.

» **Pirouette - Turning Points in Design (New York):** Zanotta participated in the exhibition at MoMA with Sacco, with a focus on objects designed from the 1930s to today that have had a strong impact on people in the field of design and on society.

» **ADI Design Museum exhibitions (Milan):** The brand took part in several temporary exhibitions, including *"Best of Both Worlds: ITALY. Art and Design in Italy 1915–2025"*, exploring the relationship between art and design in Italy through a dialogue between creativity, industry, and innovation. Pieces on view included Sacco (Gatti, Paolini, and Teodoro), the Sant'Elia armchair (Giuseppe Terragni), the Mezzadro stool (Achille and Pier Giacomo Castiglioni), and the Quaderna console (Superstudio). Zanotta also participated in *"Alchimia. The Revolution of Italian Design"* with its Zabro (Alessandro Mendini). At *"L'OltrePlastica"*, which looked at the evolution of plastics from fossil-based origins to regenerated, bio-based, and bio-fabricated materials, the brand presented Saccogoesgreen, a lower-impact version of Sacco (1968), to mark the seat's 50th anniversary.

» **Alchimia and Italian Radical Design (Berlin):** At the Bröhan Museum in Berlin, Zanotta participated in an exhibition on Italian Radical design, with the Zabro (table-chair) and the Calamobio chest of drawers.

» **Designing Happiness (Helsinki):** During Helsinki Design Week 2025, Zanotta took part in Designing Happiness, an exhibition exploring the relationship between design and happiness, with Sella (Achille and Pier Giacomo Castiglioni, 1957).

VALUE-DRIVEN ORGANIZATION

Building on Haworth Group'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.

GLOBAL CONTEXT

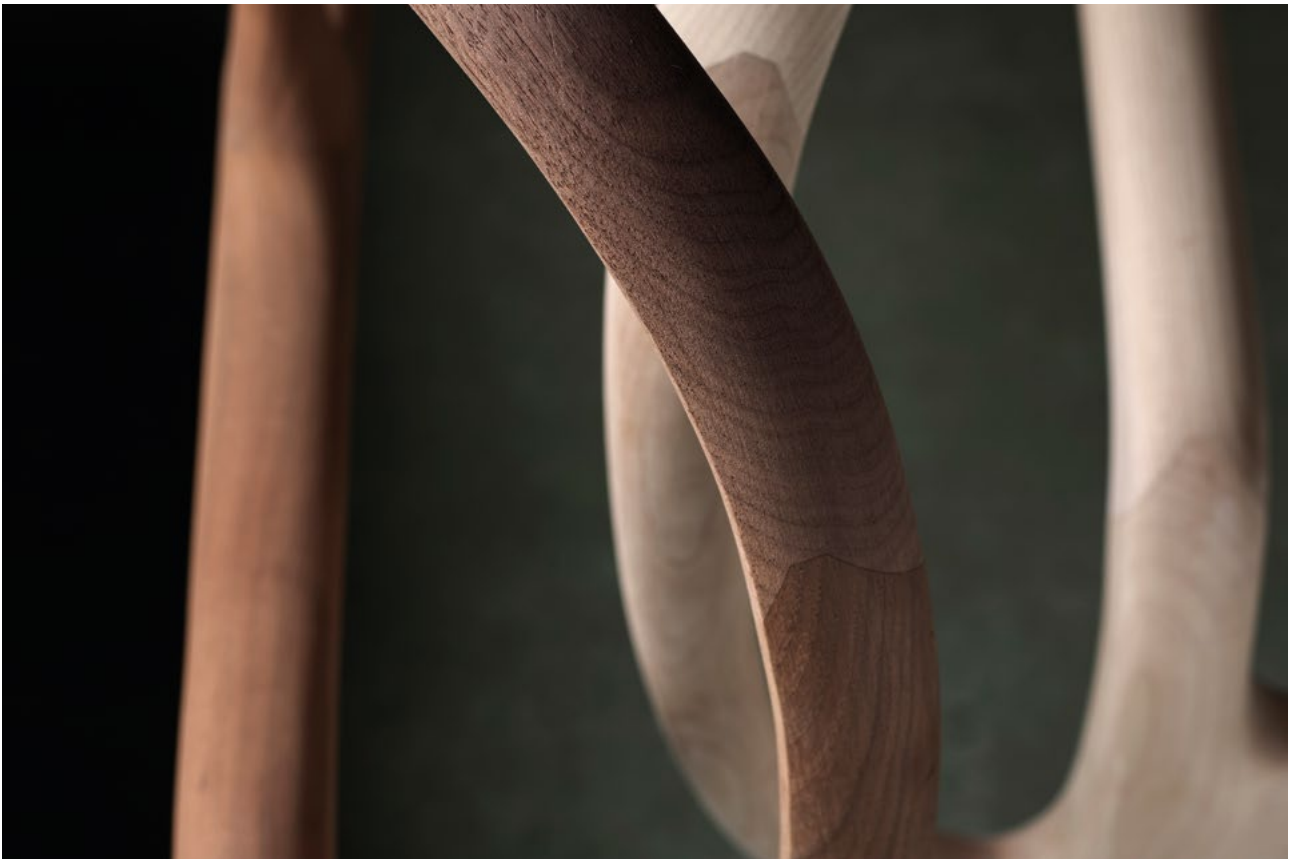
Today's global landscape is defined by rapid, interconnected transformation. Uncertainty has become a structural condition; complexity continues to grow across every dimension of business and society. In this context, sustainability can no longer be approached through a single lens — it demands a cross-cutting perspective that spans environmental, social, and governance dimensions.

Environmental and social impacts are increasingly interdependent and material, with systemic interactions that amplify risks and opportunities across value chains. As a result, they require coordinated responses that cannot be designed or managed in isolation.

A holistic approach represents the most effective framework for identifying, assessing, and managing material impacts, risks, and opportunities: across raw materials and supply chains, within organizational

operations and culture, and through governance structures that ensure transparency, accountability, and comparability of performance.

Haworth Lifestyle approaches these forces as a single systemic challenge — one that requires alignment across the Group's brands, a common framework for measurement and disclosure, and the strategic clarity to act with both ambition and accountability.



ENVIRONMENT

2024 marked the first full calendar year in which global average temperatures approached 1.5°C above pre-industrial levels, a benchmark associated with significantly higher risks of severe and potentially irreversible climate impacts⁵.

Climate-related events are already becoming more frequent, intense, and disruptive, with tangible effects across ecosystems, communities, and economies⁶. In the furniture sector, much of the environmental impact lies in materials and upstream supply chains, making reduced material use, improved material selection, and longer product lifetimes key levers for lowering overall impact.

Against this backdrop, policy responses continue to evolve, although the regulatory landscape remains uneven across regions. In Europe, regulation is progressively reshaping the operating context

through product-related requirements and climate policy instruments, increasing expectations around transparency, circularity, and carbon accountability across relevant sectors and value chains. Measures such as the Ecodesign for Sustainable Products Regulation and the Digital Product Passport are expected to reinforce transparency, durability, and circularity, while instruments such as CBAM and the EU ETS are helping to make carbon costs more visible in selected sectors and along relevant value chains.

Circularity is also gaining importance as a policy priority. The forthcoming Circular Economy Act is expected to support a more integrated market for secondary raw materials. However, the transition remains at an early stage: only 6.9% of materials used globally currently come from recycled sources, despite the significant emissions reduction potential of circular strategies across key industrial materials⁷.

HAWORTH LIFESTYLE'S RESPONSE

INITIAL CLIMATE RISK SCREENING

Desk-based preliminary screening to identify priority geographic and operational areas exposed to climate related events, with the objective of progressively integrating climate considerations into risk management.

STRUCTURED DECARBONIZATION PATHWAY

Ongoing work to anchor the decarbonization process to data and governance, in line with Science Based Targets initiative (SBTi) guidelines.

CIRCULARITY AND LIFE-CYCLE THINKING

Circularity measurement and circular design (Cassina and Zanotta), research into lower-impact materials (Poltrona Frau), and product LCAs to calculate carbon footprint (Frau in Motion).

5. UNEP-IRP, Global Resources Outlook 2024.
6. EEA, 2024.
7. UNEP-IRP, Global Resources Outlook 2024.

SOCIAL

Organisations are being reshaped by technological, social, and demographic changes. Across OECD countries, around 27% of jobs appear to be in occupations at highest risk of automation, while many others are expected to change significantly as AI and digital technologies spread⁸. Continuous upskilling and reskilling are therefore becoming immediate organizational priorities.

At the same time, employee wellbeing and engagement remain critical to organisational performance. Low engagement is linked to higher

absenteeism and turnover, while the World Health Organization estimates that depression and anxiety cost the global economy approximately €840–843 billion per year in productivity losses⁹.

Demographic change is also reshaping the workforce. In Europe, an ageing labour force, with one third of workers over 50 years old, is contributing to increasingly multigenerational workplaces, requiring more tailored approaches to learning, leadership, inclusion, and work-life balance¹⁰.

HAWORTH LIFESTYLE'S RESPONSE

AN INCLUSIVE AND RESILIENT WORK ENVIRONMENT

Access to mental health services (e.g. Unobravo), an internal engagement survey to define and track improvement actions, town halls meetings, collaboration with NABA for communicating Group values, and a relaunched website with a new "People" section.

LIFELONG LEARNING AT EVERY CAREER STAGE

LinkedIn Learning and the broader Member Central ecosystem, practical digital upskilling across generations (e.g. AI workshops), and leadership development programmes dedicated to C-level.

8. OECD, The Risk of Automation for Jobs in OECD Countries: A Comparative Analysis, 2023.

9. WHO, Mental health at work 2024.

10. Eurostat (2024), Population structure and ageing statistics.

GOVERNANCE

The sustainability governance landscape is becoming increasingly complex. A clear tension is shaping the external environment. Expectations for more accurate, comparable, and traceable sustainability information continue to increase, driven by regulation as well as by customers, investors, and lead companies across value chains. In parallel, these pressures coexist with efforts in several jurisdictions to simplify, delay, or scale back parts of the regulatory framework, contributing to greater uncertainty and fragmentation.

This dynamic is particularly evident in Europe, where initiatives aimed at strengthening transparency, accountability, due diligence, and value chain oversight

are developing alongside measures intended to streamline compliance obligations. As a result, companies are required to reinforce governance, data quality, traceability, and internal control systems while adapting to a regulatory context that remains fluid.

In this context, value chain governance is becoming a structural priority. As global supply chains remain exposed to climate-related risks, geopolitical instability, operational disruption, and human rights concerns, lead companies play an increasingly important role in shaping standards, sourcing practices, traceability requirements, and oversight mechanisms across their networks.

HAWORTH LIFESTYLE'S RESPONSE

INTEGRATED GROUP SUSTAINABILITY STRATEGY ACROSS BRANDS

Leveraging the operational strengths and distinctive positioning of each brand, with shared tools and criteria to standardize environmental metrics and improve comparability, traceability, and decision-making.

SUPPLY CHAIN STANDARDS

Through standardized General purchasing agreement and Supply Chain Code of Conduct.

OUR SUSTAINABILITY JOURNEY

DOUBLE MATERIALITY ASSESSMENT

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

Haworth Lifestyle updated its **Double Materiality Assessment (DMA) in 2025**, reviewing the analysis performed the previous year. The analysis is aimed at refining the sustainability topics that are most material, i.e., relevant both to the Group's business and to its stakeholders. Consistent with CSRD requirements, the DMA evaluates both impact materiality and financial materiality. On the 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, financial materiality takes an **"outside-in" view**, identifying risks and opportunities arising from the external context that might affect the Group. The assessment results form the basis of the Sustainability Report disclosures.



To ensure methodological coherence and alignment in identifying impacts, risks, and opportunities, Haworth Lifestyle carried out its DMA¹¹ for the 2025 reporting year, building on the approach adopted by Haworth

Inc. in 2024. This process **validated the topics most relevant to Haworth Lifestyle's perimeter through a structured approach.**

- 01 **Firstly, a desk analysis was carried out to confirm the current applicability of the underlying assumptions and to verify any relevant developments.** The review covered Haworth Lifestyle's business model and value chain, external megatrends, peer disclosures from the sector and comparable industries, and applicable regulatory frameworks. This work supported the confirmation and the refinement of a short list of potentially material topics.
- 02 **Secondly, the Group reviewed and updated actual and potential impacts, risks and opportunities (IROs) related to the identified topics.** For each IRO, the previously assigned scores were verified and, where needed, updated to reflect relevant changes with a view to simplification and rationalization while considering the latest best-practice guidance from EFRAG. Each impact was evaluated based on the scale, scope, likelihood of occurrence and remediability. Risks and opportunities were evaluated according to the scale of their financial effects and likelihood of occurrence. The CSR team reviewed the scoring and the materiality threshold previously applied was confirmed 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 outcomes of the updated analysis were internally reviewed by the Finance Division and subsequently by the Chief Group Operational Excellence to ensure consistency and alignment with the Group's strategic priorities.** Unlike in 2024, no additional structured stakeholder engagement activities, either internal or external, were conducted during the reporting year. **The final list of material topics was then presented to and validated by Haworth Lifestyle's CEO,** for feedback, sense-checking and reflections on future strategic implications.

11. The Haworth Group Double Materiality Assessment can be accessed [here](#).

A GRAPHIC REPRESENTATION OF THE DMA REVIEW PROCESS

01 CONTEXT UPDATE ANALYSIS

Updated megatrend analysis and business model reassessment

Review of value chain mapping

Benchmarking update against other companies with reference to publicly available 2025 information

Consideration of any relevant update in the regulatory landscape

02 RE-EVALUATION AND VALIDATION OF IROs

Impact materiality: review and re-evaluation of impacts

Financial materiality: review and re-evaluation of risk and opportunities

Prioritization of IROs and confirmation of materiality thresholds

03 INTERNAL VALIDATION

Review with the Finance Division and Chief Group Operational Excellence to confirm the updated analysis

Validation

The update of the materiality assessment confirmed five ESRS material topics and fourteen related sub-topics, while excluding two topics that had been previously identified, forming the basis of Haworth Lifestyle's sustainability reporting for this year and a reference for defining future actions.

Compared with the previous year, **E2 – Pollution was not confirmed as material** for Haworth Lifestyle in the 2025 assessment, as the related sub-topics did not exceed the materiality threshold. This reflects the nature of the Group's activities: the brands manufacture furniture products and do not generate substances that leave facilities as products or services. Pollution-related aspects nevertheless continue to be managed through existing control measures, responsible material selection, and compliance with applicable regulations.

S4 – Consumers and end-users was also not confirmed as material. Although product quality and safety remain fundamental requirements and are supported by the Group's established controls and standards, the materiality assessment concluded that this topic does not constitute a significant sustainability impact, given the nature of the Group's products, which are not inherently associated with elevated consumer safety risks.

Within G1 – Business conduct, the sub-topic related to the protection of whistleblowers moved above the materiality threshold. Although whistleblowing requirements are established by law in some jurisdictions, Haworth Lifestyle also treats this topic as a broader priority, promoting a speak-up culture and encouraging transparent reporting of concerns.

The table below presents the actual and potential Impacts, Risks, and Opportunities (IROs) identified through the DMA carried out by the Group in accordance with ESRS.

In line with ESRS definitions, impacts are classified as actual unless otherwise specified, reflecting effects on people and the environment that are already occurring within the company's own operations or across its value chain. Risks and opportunities are classified as potential, representing possible financial effects on the company that may arise as a result of sustainability-related developments, regulatory evolution, or shifts in market conditions.

Where an impact has been assessed as potential rather than actual, this is explicitly noted within the relevant description.

E1 - CLIMATE CHANGE			
Sub-topic	ESRS disclosure	IRO typology	Description
Climate change adaptation	E1-2	Risk	Financial risk arising from physical damage to production facilities and the consequent restoration costs caused by extreme weather events such as flash floods and tornadoes, with direct impact on the company's operational continuity and capacity.
	E1-3 E1-4		
Climate change mitigation		Impact	Negative impact on GHG (Greenhouse Gas) emissions due to the generation of direct emissions (Scope 1), indirect emissions from purchased energy (Scope 2) and emissions generated across the value chain (Scope 3), especially in the raw material sourcing phase and logistics.
	E1-1 E1-2 E1-3	Impact	Positive impact on GHG (Greenhouse Gas) emissions due to the reduction in emissions, aligned with SBTi target set by the Parent Group.
	E1-4 E1-5 E1-6	Risk	Reputational risk due to failure to meet SBTi targets set by the Parent Group, in particular for Scope 3 emissions.
		Opportunity	Reputational and financial opportunity deriving from the achievement of decarbonization targets set by the Parent Group, in line with SBTi commitments. Demonstrated progress on emissions reduction strengthens the company's credibility with stakeholders, improves access to sustainability-linked financing instruments, and enhances competitiveness.
		Impact	Positive impact on GHG emissions through the purchase of renewable energy and Guarantee of Origin (GO) certificates.
Energy	E1-2 E1-3 E1-4 E1-5	Risk	Financial risk deriving from inadequate maintenance of production facilities and energy infrastructure, resulting in higher energy consumption, increased operational costs, and reduced efficiency. Failure to invest in energy upgrades exposes the company to rising energy costs and foregone savings from efficiency improvements.
		Opportunity	Financial and reputational opportunity deriving from investments in energy efficiency and renewable energy procurement, including facility maintenance, LED lighting, charging stations, and electric vehicles. These initiatives reduce operational energy costs and lower exposure to energy price volatility.

E5 - CIRCULAR ECONOMY			
Sub-topic	ESRS disclosure	IRO typology	Description
Resources inflows, including resources	E5-1 E5-2 E5-3	Impact	Negative impact on available ecosystem resources, due to extraction, harvesting and processing of raw materials in the upstream phase of the value chain for the manufacturing process.
		Risk	Financial risk deriving from the dependence on key commodities and externally sourced raw materials, increasing the company's vulnerability to price volatility, supply chain disruptions, and tightening regulatory requirements on resource traceability and sustainability.
		Opportunity	Financial opportunity to mitigate exposure to commodity price volatility through the sourcing of recycled inputs. Increased resource efficiency along the value chain lowers operational expenditure and strengthens supply chain resilience. Additionally, demonstrated circular economy practices improve access to finance instruments and position the company favorably in relation to evolving regulatory frameworks incentivizing resource efficiency.
Resource outflows, including products	E5-1 E5-2 E5-3 E5-5	Impact	Negative impact on resource conservation due to the limited repairability and disassembly potential of products, driven by the prevalence of composite materials. This reduces the feasibility of repair, refurbishment, and material recovery at end of life, accelerating resource depletion and increasing waste generation across the value chain.
		Opportunity	Financial opportunity arising from redesigning products with modular, disassemblable and durable architecture and quality and optimizing material use in the production process. Extended product lifespan through repairability and durability decreases replacement frequency and strengthens customer retention.
Waste	E5-1 E5-2 E5-3 E5-5	Impact	Negative impact on environmental quality due to waste generation across production and distribution processes, including material offcuts, packaging waste, hazardous waste, and office-related waste, contributing to soil, water, and air pollution and increasing disposal costs for the company.
		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.
		Opportunity	Financial and operational opportunity deriving from the reduction and valorization of waste generated across production and distribution processes. Minimizing material offcuts and packaging waste directly lowers disposal costs and improves operational efficiency by streamlining production flows and reducing waste handling activities. Where waste cannot be eliminated circular practices are implemented.

SI - OWN WORKFORCE

Sub-topic	ESRS disclosure	IRO typology	Description
Working conditions	SI-1 SI-2 SI-3 SI-4 SI-6 SI-7 SI-8 SI-9 SI-10 SI-11 SI-14 SI-15	Impact	Positive impact on employee wellbeing and productivity deriving from the provision of corporate benefits, including health insurance and parental leave policies.
		Impact	Negative impact on workforce health and safety due to the risk of temporary or permanent physical injury resulting from workplace accidents, with consequent effects on individual wellbeing.
		Impact	Positive impact on employee productivity and work-life balance through the adoption of flexible working arrangements, including smart working programs and part-time options.
		Risk	Financial and legal risk deriving from workplace accidents, including regulatory sanctions, compensation liabilities, and operational disruptions resulting from workforce unavailability.
		Risk	Financial and business risk arising from the absence of policies supporting work-life balance, leading to increased employee turnover, reduced productivity, and higher recruitment and training costs.
		Opportunity	Financial and operational opportunity deriving from the implementation of structured work-life balance policies, including flexible working arrangements and smart working programs. Improved employee satisfaction reduces turnover rates and absenteeism, lowering recruitment and training costs, while a more motivated and stable workforce drives higher productivity and organizational performance.
		Impact	Positive impact on the skills of the workforce through the provision of training, upskilling and reskilling programs.
		Impact	Potential negative impact on workforce wellbeing and organizational cohesion due to unequal treatment, including disparities (also in pay and career advancement) related to geographic location and corporate background, which may undermine employee engagement, trust, and sense of belonging within the organization.
		Risk	Business risk deriving from reduced competitiveness, driven by lower levels of innovation resulting from insufficient training and development initiatives.
		Risk	Financial and operational opportunity deriving from structured investment in training, upskilling, and reskilling programs, which strengthens workforce capabilities, drives innovation, and improves organizational competitiveness. A skilled and continuously developed workforce reduces dependency on external hiring, lowers recruitment costs, and enhances the company's ability to adapt to evolving market and technological demands.
Equal treatment and opportunities for all	SI-1 SI-2 SI-3 SI-4 SI-6 SI-7 SI-13	Impact	Positive impact on the skills of the workforce through the provision of training, upskilling and reskilling programs.
		Impact	Potential negative impact on workforce wellbeing and organizational cohesion due to unequal treatment, including disparities (also in pay and career advancement) related to geographic location and corporate background, which may undermine employee engagement, trust, and sense of belonging within the organization.
		Risk	Business risk deriving from reduced competitiveness, driven by lower levels of innovation resulting from insufficient training and development initiatives.
		Opportunity	Financial and operational opportunity deriving from structured investment in training, upskilling, and reskilling programs, which strengthens workforce capabilities, drives innovation, and improves organizational competitiveness. A skilled and continuously developed workforce reduces dependency on external hiring, lowers recruitment costs, and enhances the company's ability to adapt to evolving market and technological demands.

S2 - WORKERS IN THE VALUE CHAIN			
Sub-topic	ESRS disclosure	IRO typology	Description
Working conditions	S2-1 S2-2 S2-3 S2-4	Impact	Potential negative impact on workforce cohesion and engagement due to insufficient social dialogue, limiting workers' ability to voice concerns and contribute to decision-making processes.
		Impact	Potential negative impact on workers' wellbeing due to inadequate health and safety measures across the value chain, leading to higher incidence of workplace injuries.
		Impact	Potential negative impact on the financial security and employment stability of workers across the value chain due to the prevalence of temporary contracts, which limits access to social protections, reduces income predictability, and undermines long-term workforce retention.
		Impact	Potential negative impact on quality of life of workers in the value chain due to inadequate wages, which can lead to financial insecurity and lower overall job satisfaction.
		Risk	Financial and legal risk deriving from reliance on suppliers that fail to implement adequate health and safety measures, exposing the company to reputational damage, regulatory sanctions, and legal liability in the event of workplace injuries, fatalities, or occupational diseases occurring across the value chain.
		Risk	Financial and legal risk arising from suppliers' failure to comply with international labor standards, applicable regulatory requirements, and the Haworth Lifestyle's expectations regarding fair compensation, exposing the company to contractual penalties, exclusion from responsible procurement frameworks, and potential legal liability.
		Opportunity	Financial and reputational opportunity deriving from proactive engagement with suppliers to ensure compliance with international labor standards, fair compensation practices, and applicable regulatory requirements. Building a responsible and verified supply chain reduces exposure to legal and contractual risks, strengthens relationships with key suppliers, and enhances Haworth Lifestyle's positioning in procurement processes.
		Other work-related rights	S2-1 S2-2 S2-3 S2-4

G1 - BUSINESS CONDUCT

Sub-topic	ESRS disclosure	IRO typology	Description
Corporate culture	GOV-1 G1-1	Impact	Positive impact on corporate culture due to the dissemination of an ethical and value based corporate culture through tools and policies such as the Code of Ethics.
		Risk	Financial and operational risk deriving from the absence of a dedicated sustainability governance structure, which result in inconsistent implementation of sustainability strategies, misalignment with regulatory requirements, and inability to meet stakeholder expectations.
		Opportunity	Financial and competitive opportunity deriving from the establishment of a dedicated sustainability governance structure, which ensures consistent implementation of sustainability strategies, alignment with evolving regulatory frameworks, and credible reporting to stakeholders. A strong governance foundation enhances organizational resilience.
Protection of whistleblowers	G1-1	Impact	Positive impact on corporate integrity and employee protection through the promotion and effective management of channels for reporting illegal or unethical behavior, supported by dedicated training and adequate measures to protect whistleblowers.
Management of relationships with suppliers including payment practices	G1-1 G1-2 G1-6	Impact	Potential negative impact on the financial stability and liquidity of small- and medium-sized suppliers due to late payments, which may compromise their operational continuity, limit their capacity to invest and grow, and increase their exposure to insolvency risk.
		Impact	Positive impact on the financial stability and operational continuity of small- and medium-sized suppliers deriving from timely payments and transparent procurement practices, which support suppliers' liquidity, strengthen long-term relationships, and foster their capacity to invest and grow.
		Risk	Financial and legal risk deriving from the deterioration of supplier relationships due to non-compliance with agreed payment terms. Late payments or failure to meet contractual obligations may trigger lengthy legal proceedings, generate additional administrative and compliance costs, and result in the loss of strategic suppliers ultimately disrupting supply chain continuity.
Corruption and bribery	G1-1 G1-3	Impact	Potential negative impact on the workforce resulting from incidents related to corruption and bribery, due inadequate controls in operational processes and in relationships with external stakeholders.
		Impact	Positive impact on the awareness about cases of active and passive corruption through adequate training activities.
		Risk	Financial and reputational risk arising from penalties related to proven cases of active or passive corruption, as well as in the event that anti-corruption training is not adequately maintained.

OUR SUSTAINABILITY STRATEGY AROUND OUR VALUES

[ESRS 2 SBM-1]

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

Its sustainability strategy is structured 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.



SUSTAINABILITY PRIORITIES AND COMMITMENTS¹

Value	Sustainability Priority	Material Topic	Material Sub-Topic	Commitment
We work to make the world better	Impact Reduction	Climate Change	<ul style="list-style-type: none"> » 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.
We lead with design	Materials and Packaging	Circular Economy	<ul style="list-style-type: none"> » 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	<ul style="list-style-type: none"> » Working conditions » Equal treatment and opportunities for all 	Foster member wellbeing 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	<ul style="list-style-type: none"> » 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	-	-	Develop high-quality, safe, and compliant products while actively engaging with customers to enhance service excellence and sustainability performance.
We honor integrity	Strong governance	Business conduct	<ul style="list-style-type: none"> » Corporate culture » Protection of whistleblowers » 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 for all operations and along the value chain.

1. Consumers and end-users remain a strategic priority for Haworth Lifestyle, but no material IROs have been identified.

GOVERNING SUSTAINABILITY

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

To ensure effective governance and integrate 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 and embedding it into the company's daily operations. The CSR Manager reports directly to the Chief Group Operational Excellence, ensuring that sustainability remains central within broader business excellence initiatives.

The key responsibilities of the CSR function include:

01. Developing the Sustainability Strategy

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

02. Guiding and supporting brand implementation

It provides strategic direction and practical support to brands for the execution of the Group's ESG strategy. It monitors 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 acts as a liaison with the Parent Group, ensuring that Haworth Lifestyle's sustainability initiatives are aligned with 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. Regarding internal control over sustainability reporting, the CSR team oversees the ESG reporting process, which is then approved by the Chief Executive Officer.

In 2025 Haworth Lifestyle is in the process of developing a structured Procedure for the Corporate and Brand Sustainability Drafting Process aligned with the Corporate Sustainability Reporting Directive (CSRD) (Directive EU 2022/2464) and the transposing (Italian) Legislative Decree 125/2024. The process defines the principles and operational guidelines for the preparation of the Sustainability Report, and is designed to ensure the completeness, accuracy, and transparency of reporting, as well as compliance with applicable laws, regulations, and relevant standards. The document sets out clear roles and responsibilities, establishing a standardized approach to reporting, and detailing the sequence of activities across the reporting cycle. Data and information are compiled in collaboration with relevant corporate functions and designated within each brand.



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 make a direct contribution to operational activities and strategic decision management. **External stakeholders** also play a vital role in shaping the Group's sustainability initiatives and broader impact. They comprise agents, customers, designers, suppliers and subcontractors, local communities, trade unions and associations, universities, research centers 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 wellbeing, professional development, and engagement, for example through training programs, survey and feedback sessions. Internal communication channels, such as intranet updates, HR-led emails and newsletters, LinkedIn and brand-specific portals, ensure continuous dialogue and alignment with corporate goals. Town hall meetings, Group-wide sessions where leadership

shares updates on strategy and performance and provides an open forum for information sharing, also serve as a means to foster member's engagement. Furthermore, stores are also used as engagement spaces, not only for client-facing activities but also to support internal interaction and alignment. 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. Among the various stakeholders, the Group also works with a network of external sales agents in Italy and abroad, who act as a link with dealers, present product updates, and support the development of new brand corners; these agents are primarily engaged through regular meetings.

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

CONNECTING WITH EXTERNAL AUDIENCES THROUGH PRODUCTION EXPERIENCES

PRODUCTION EXPERIENCE VISITS AT CECCOTTI COLLEZIONI AND OTHER BRANDS

In 2025, **Ceccotti Collezioni organized on-site visits with partners** — primarily dealers, architects, and designers, as well as custom clients — offering a workshop-based experience to illustrate production timelines, attention to detail, and key manual operations

(e.g. the gluing phase). During the year, Ceccotti Collezioni also hosted visits for schools and other brands carried out similar initiatives with educational institutions.

OUR IMPACT ON COMMUNITIES, BEYOND BUSINESS

Haworth Lifestyle is dedicated to generating value not only for the business but also for the local communities it serves. By actively reinvesting a portion of the value it creates, 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 pages below.

In 2025 Haworth Lifestyle launched a fundraising initiative to support those affected by the flooding in Meda. Employees were invited to contribute voluntarily through payroll deductions and, in addition to the amount collected from employees, each brand added an equivalent amount, raising nearly €70,000, donated to the association "Meda Città Solidale" ("Meda, City of Solidarity"). On the organizational side, at the height of the flooding, each brand provided guidance to its members at the local level. For example, at Cappellini, members were encouraged to remain at the workplace to reduce the risk of injury while traveling home. In the days that followed, paid leave was granted to staff who needed to return home and address urgent matters, such as repairing

damage, without affecting their holiday entitlement. Company vehicles were made available as an additional form of support.

Looking at the health and wellbeing of its community, the Group supported a charitable Easter initiative through the sale of solidarity chocolate eggs, with proceeds allocated to projects promoted by Lega Italiana per la Lotta contro i Tumori (LILT). The initiative aimed to encourage member participation while contributing to health prevention and awareness activities at a local level.

During the year brands also promoted specific initiatives, contributing to Haworth Lifestyle's overall approach.

EDUCATION, SKILLS AND PROFESSIONAL INCLUSION

Initiatives in this area focus on education, vocational training, and access to employment, supporting the development of skills and creating opportunities within local communities.



Restitch Your Life, Cassina

CLIMATE AND DAILY LIFE: A LECTURE FOR STUDENTS BY POLTRONA FRAU

In April, Poltrona Frau sponsored a lecture by climatologist and science communicator Luca Mercalli on the topic of climate change and its impact on daily life. Organized by the **Circolo CEA Legambiente "Il Pettiroso"** and held at the **Teatro Nicola Vaccaj** in

Tolentino, the event was aimed at students from middle and high schools, providing an educational opportunity to explore environmental issues and raise awareness among younger generations.

POLTRONA FRAU'S ATELIER DEI SAPERI: A PROJECT TO PASS DOWN CRAFTSMANSHIP EXCELLENCE TO FUTURE GENERATIONS

Poltrona Frau strengthened its commitment to preserving and passing on its long-lasting artisanal expertise through the **second edition of the "Atelier dei Saperi"**, a program aimed at providing vocational training, combining observational days with practical exercises, designed to develop the skills of Upholstery and Covering Operators. This edition consisted of **two parallel 250-**

hour courses - one dedicated to the *Residential Living Business Unit* and the other to *Poltrona Frau In Motion* - training a total of 10 participants. Following the training period and an initial month of employment through an agency arrangement, half of the participants were offered a contract renewal and extension, supporting their continued entry into the workforce.

INCLUSION AND ARTISANAL EXCELLENCE THROUGH CASSINA "RICUCIRE LA TUA VITA" ("RESTITCH YOUR LIFE") AND "CUCITO A DOMICILIO" ("SEWING AT HOME")

"Ricucire la tua vita" ("Restitch your life") is a project initiated by Cassina to offer professional training and employment opportunities to women affected by gender-based violence, social marginalization or vulnerability, including those at risk of social exclusion. Supported by the **Province of Monza and Brianza** and the **Municipality of Meda**, the initiative included a 160-hour training program developed with the Centro di Formazione Professionale Giuseppe Terragni di Meda - **Afol Monza Brianza**, leading to professional certification, and will consist in a six-month extracurricular internship for two participants in Cassina's production departments. Three other

participants will begin work experience placements in companies in Meda and Cassina is also actively seeking job opportunities for the other participants. The project also earned recognition at the **AIDP HR Mission Awards, securing second place in the "Inclusion" category**. In November, **"Ricucire la tua vita"** was presented at the **Secondo Forum delle Relazioni Industriali RELIND**, organized by **Assolombarda** and **Confindustria**, alongside the **"Cucito a domicilio"** ("Sewing at home") initiative, a flexible working model enabling employees to sew upholstery for Cassina's design icons from home.

CECCOTTI COLLEZIONI'S STUDY-WORK PROGRAM

In 2025 Ceccotti Collezioni continued to nurture its connection with the local community, placing great importance on **preparing the next generation of artisans**, vital for continuing the tradition of craftsmanship. This year, 3 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 Collezioni's craftsmen, they are being introduced to the delicate **art of production**, ensuring the preservation of time-honored techniques while fostering the creation of a new wave of skilled professionals.

HEALTH, PREVENTION AND SCIENTIFIC RESEARCH

Brands' activities under this pillar contribute to health awareness, medical research, and support for vulnerable individuals through partnerships, fundraising, and targeted donations.

CASSINA'S BREAST CANCER PREVENTION IN COLLABORATION WITH LILT

Cassina participated in **LILT Milano's "Nastro Rosa" ("Pink Ribbon")** campaign to promote breast cancer prevention by introducing a limited-edition **Dudet Armchair, designed by Patricia Urquiola, in pink fabric**. For each of the 20 pieces sold (available until

the 31st of December 2026), Cassina will donate €2,000 to LILT Milano to support the "Nastro Rosa" campaign, reinforcing the brand's commitment to combining design excellence with meaningful social impact.

CHARITABLE CONTRIBUTIONS BY CASSINA

In 2025, Cassina donated various pieces to charitable initiatives such as the **Fondazione RFK – Robert F. Kennedy Human Rights Italia** annual **'Be the Hope' Gala** with the **Zig Zag** chair by Gerrit T. Rietveld. The brand also contributed to the **Fondazione Benedetta D'Intino ETS** charity auction with the **Sestiere** vase,

supporting care programs for children and young people with severe disabilities. Further support was provided to the **Associazione L'abilità ONLUS** through the donation of a **Colourdisc** vase for the 2025 Christmas market charity event.



Dudet Armchair for LILT by Patricia Urquiola – Cassina

LUMINAIRE'S BREAST CANCER AWARENESS TALK

Luminaire stores continued to evolve as community and cultural hubs, hosting talks and events that extend beyond their commercial function. In 2025 a notable initiative held within Luminaire spaces was a **Breast Cancer Awareness talk**, open to all. The event featured two married cancer survivors and focused

on education, awareness, and prevention. Further strengthening its commitment, Luminaire supported the cause by providing **300 chairs for a runway show benefiting the Breast Cancer Research Foundation (BCRF)**, contributing to ongoing research and amplifying the impact of Fashion Strikes Cancer.

ZANOTTA'S DONATION TO FONDAZIONE UMBERTO VERONESI

In 2025 Zanotta supported scientific research through a **charitable contribution to Fondazione Umberto Veronesi**. The company donated one Sacco armchair for the Charity Dinner organized by the Turin Delegation held at OGR – Officine Grandi Riparazioni. The event featured a silent auction dedicated to pediatric cancer

research, with proceeds going to fund a treatment protocol for young patients affected by lymphoblastic lymphoma, a malignant cancer of the lymphatic system. The initiative also saw the involvement of Regina Margherita Children's Hospital in Turin.



COMMUNITY ENGAGEMENT AND CHARITY EVENTS

Participation in charity events and fundraising initiatives strengthens relationships with local and international communities while supporting social and cultural causes.

LUXURY LIVING GROUP'S IMPACTFUL PHILANTHROPY

In 2025 Bentley Home strengthened its philanthropic commitment in Japan through events such as the **BST Gala Dinner, the ACC Japan Gala Dinner and a Children's Art Charity Exhibition**. By leveraging its

venues, networks, and influence, the brand supported meaningful causes, raised awareness, while fostering a deeper integration of commercial success and public welfare impact.



RESPONSIBLE RESOURCE USE INITIATIVE WITH SOCIAL IMPACT

The following initiatives combine environmental responsibility and social inclusion, promoting responsible resource use and supporting projects that generate positive community impact.

MADE FOR A WOMAN X INTERNI

In 2025 Interni continued the **Made For A Woman initiative**, launched in November 2024, in collaboration with the ethical brand founded in Madagascar by Eileen Akbaraly. Created exclusively for Interni, the project developed **a line of responsibly made products — poufs, baskets, placemats, and centerpieces — crafted from dyed raffia sourced**

from certified local producers and handwoven by Malagasy artisans. The initiative supports social entrepreneurship and women's empowerment: the products are made by women who have experienced violence or abuse, and proceeds from the collection contribute directly to their wellbeing and economic independence.

POLTRONA FRAU'S COMMITMENT TO FOOD WASTE REDUCTION WITH FOODBUSTERS

In 2025 Poltrona Frau renewed its partnership with the volunteer organization Foodbusters to recover surplus food from corporate events. During the year, 45 kg of excess food were collected and donated.

Foodbusters redistributes surplus meals to local charitable organizations supporting people in need, using compostable containers and electric vehicles for sustainable transport.





ENVIRONMENT: COMMITMENT AND PERFORMANCE

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

A GROUP WIDE APPROACH

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

In line with the objectives set by the Parent Group, Haworth Lifestyle is committed to progressively reducing carbon emissions in accordance with Science Based Targets initiative (SBTi) guidelines, thereby gradually mitigating its impact on climate change. This pathway requires a strengthened focus on energy consumption, continuous performance monitoring, and a deeper understanding of impact drivers across the value chain. Ongoing improvements in procurement and manufacturing also contribute to reducing environmental impact alongside operational efficiency.

Energy management is a key enabler of this transition, as it directly contributes to the reduction of the Group's Scope 1 and 2 emissions. The consumption of all related emission sources is systematically monitored across production sites and

retail stores. For directly managed utilities contracts, monitoring activities are supported by regular performance assessments aimed at containing consumption and implementing corrective actions whenever usage exceeds expected levels over a prolonged period.

Haworth Lifestyle also monitors energy consumption at locations where utilities contracts are not directly managed by The Group. Over the years, data accuracy has progressively improved, with oversight evolving from estimated figures to primary data collection. This enhanced monitoring increases transparency, supports the gradual transition to renewable electricity through the revision of energy contracts, and ensures alignment with both internal Group objectives and externally communicated targets.

Haworth Lifestyle has committed to measuring and managing Scope 3 emissions across its entire value chain, recognizing their relevance within the overall decarbonization pathway. The accounting methodology is progressively evolving from a predominantly spend-based approach toward a more robust activity-based model increasingly grounded in primary data.

This transition strengthens the reliability and representativeness of the emissions baseline, improves data quality and coverage over time, and enhances the identification of key emission hotspots and related reduction levers.

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

temperature increase to 1.5°C compared to pre-industrial levels. Setting science-based targets is essential for companies to address forthcoming EU regulatory requirements, which mandate disclosure of decarbonization strategies aligned with the 2015 Paris Agreement objective of keeping global warming below 1.5°C by 2100.

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.

PARTNERING WITH SUPPLIERS TO REDUCE EMISSIONS

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. **Suppliers adhering to the Haworth Group Supplier Code of Conduct are encouraged to establish**

systems to measure and minimize greenhouse gas (GHG) emissions, setting 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.

2025 PROGRESS AND ACTIONS

[E1-3] [E1-5] [E1-6]

ENERGY EFFICIENCY INITIATIVES

Haworth Lifestyle prioritizes renewable energy as a key lever for reducing Scope 2 emissions. In 2025, over 90% of the electricity purchased came from market-based renewable sources, either through contracts with electricity providers backed by Guarantees of Origin (GOs) or, where direct procurement of renewable electricity was not possible, through the purchase of Energy Attribute Certificates (EACs)¹². While EACs currently play a role in achieving emissions targets, the long-term objective is to progressively reduce reliance on these instruments. The priority is to gain full visibility over energy contracts across retail stores worldwide and, where feasible, transition from conventional to renewable electricity through direct contractual changes. Looking ahead, the decarbonization pathway will extend beyond electricity procurement to address other residual key emission hotspots. This includes a systematic review of energy contracts in non-operated sites and an in-depth assessment of the corporate vehicle fleet, with the aim of identifying solutions that balance operational performance, efficiency requirements and environmental impact.

Improvements in lighting efficiency have played a key role in reducing electricity demand across the Group. LED technology, which typically consumes around 75% less electricity than incandescent bulbs¹³, has been widely adopted, enhancing energy efficiency, lowering electricity consumption, and reducing utility costs. In addition to these benefits, LED lamps provide better lighting quality, longer lifespans, and generate less waste due to fewer replacements. Luxury Living Group completed a large-scale LED

upgrade at its Forlì facility, covering 12,000 square meters and delivering significant improvements in both energy efficiency and lighting quality. Similarly, Ceccotti Collezioni adopted a new LED lighting system, generating estimated energy savings of approximately 20 MWh per year, while at **Interni's** Verano Brianza plant, the emergency lighting system was replaced with LED fixtures, further enhancing both operational efficiency and system reliability. At the Verano Brianza plant, a photovoltaic system was installed across the entire roof, with a peak capacity of 50.16 kWp. JANUS et Cie also continued to improve lighting efficiency in its stores through lighting harvesting systems and automatic on/off controls, helping reduce unnecessary electricity use.

Brands continued to improve energy efficiency through targeted upgrades to equipment and building systems, reducing energy losses while supporting more reliable operations. At **Poltrona Frau**, the compressed air system and related piping were replaced. In parallel, obsolete equipment — including a column press, a drilling machine, and a laminating unit — was removed from the production line, with the aim of improving process energy efficiency and overall operational performance. Meanwhile, carrying on from the previous year, at **Cassina's** Tre Venezie site the reconfiguration of heating and water circuits optimized energy consumption by consolidating operations under a single, more efficient boiler system.

In addition, in relation to energy use, efforts also focused on encouraging the adoption of electric vehicles among members. JANUS et Cie installed an additional electric vehicle charging station at a manufacturing facility.

12. In line with the Parent Group, Haworth Lifestyle determines its renewable electricity share using the market-based approach: renewable electricity is procured through market instruments such as Guarantees of Origin (GOs) and Energy Attribute Certificates (EACs).

13. Source: U.S. Department of Energy, Led Lighting (accessed on 03/16/2026).

ENERGY CONSUMPTION AND EMISSIONS

In 2025, Haworth Lifestyle's total energy consumption increased by 10% compared to 2024, primarily as a result of higher operational activity across production sites and the expansion of the GHG reporting boundary to include KJ Ryan sites. Despite this increase in absolute energy use, the Group reduced the relative share of non-renewable energy sources in its overall energy mix. In particular, the share of energy derived from fossil fuels decreased from 70% in 2024 to 51% in 2025.

55%¹⁴
reduction in Scope 1 and Scope 2
emissions from 2021 baseline

This development reflects the Group's continued progress in shifting its energy mix, particularly with respect to purchased electricity. In 2025, over 95% of purchased electricity was either procured from certified renewable sources or matched with Energy Attribute Certificates (EACs). This approach reflects a transitional strategy aimed at progressively increasing the share of renewable electricity while supporting the Group's broader decarbonization pathway.

As a result, Haworth Lifestyle achieved a 37% reduction in Scope 1 and Scope 2 market-based GHG emissions compared to 2024, notwithstanding the increase in overall energy consumption. Relative to the 2021 baseline, Scope 1 and Scope 2 market-based emissions were approximately 55% lower in 2025, indicating continued alignment with the Group's decarbonization trajectory.

CLIMATE RISK ASSESSMENT

Recognizing climate change as an ongoing and increasingly material challenge, in 2025 Haworth Lifestyle participated in an initial Climate Risk Assessment led by Haworth Group Conducted as a first desk-based exercise, the assessment aimed at identifying and prioritizing the most relevant climate-related risks, providing an initial overview of exposures across the Group's most material operational locations. While the Group's actions on Scope 1, 2 and 3 emissions primarily contribute to climate change mitigation, this assessment forms part of its adaptation approach, helping to identify how climate-related physical and transition risks could affect the business over time.

The analysis included a preliminary mapping and evaluation of both physical and transition risks. Physical risks considered included extreme weather events, heatwaves, flooding, and other climate-related hazards that may directly affect operations and assets. Transition risks included regulatory developments, market shifts, technological change, and reputational impacts associated with the transition to a low-carbon economy. Focused primarily on the most relevant locations within the Group's operational footprint, this first exercise represents an important starting point for progressively strengthening the Group's approach to identifying climate-related risks and capturing related opportunities.

¹⁴ 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 Group SBTi targets. Haworth Lifestyle baseline values for Scope 1 and 2 are, respectively, 4,927 and 2,988 tCO_{2eq}.

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

	Unit of Measurement	2025
Total energy consumption	MWh	33,597
of which consumption from fossil fuel	MWh	17,096
Coal and coal products	MWh	-
Diesel for company fleet	MWh	3,532
Gasoline for company fleet	MWh	812
Natural gas	MWh	12,751
Other fossil sources	MWh	-
Purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	2
of which consumption from nuclear sources	MWh	-
of which consumption from renewable sources	MWh	16,501
Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources	MWh	-
Purchased or acquired electricity, heat, steam, and cooling from renewable sources ¹	MWh	14,890
Self-generated non-fuel renewable energy	MWh	1,611

SHARE OF ENERGY CONSUMPTION BY SOURCE¹

	Unit of Measurement	2025
Percentage of fossil sources in total energy consumption	%	51%
Percentage of consumption from nuclear sources in total energy consumption	%	0%
Percentage of renewable sources in total energy consumption	%	49%

1. In line with the Parent Group, Haworth Lifestyle determines its renewable electricity share using the market-based approach: renewable electricity is procured through market instruments such as Guarantees of Origin (GOs) and Energy Attribute Certificates (EACs).



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

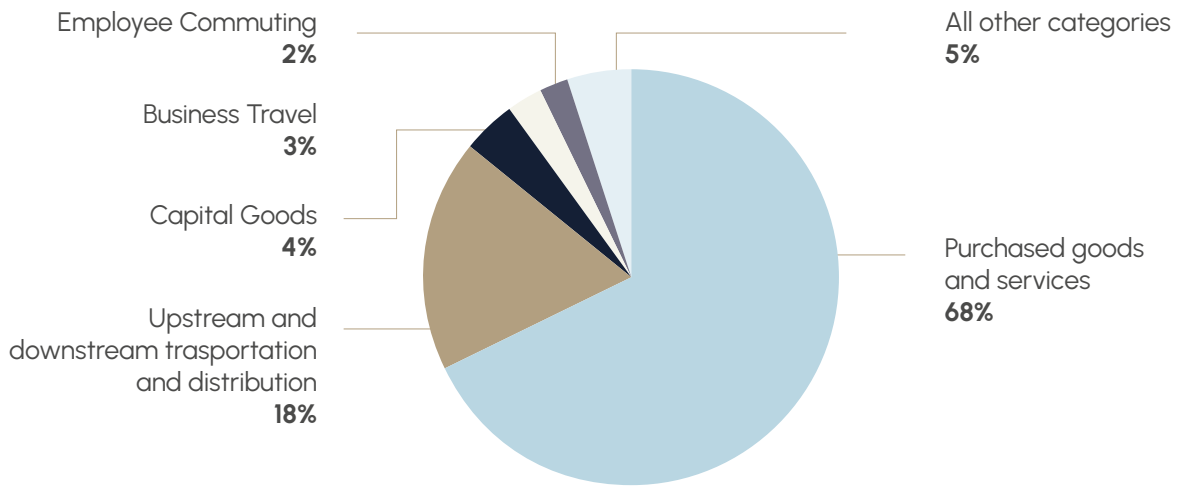
SCOPE 1&2 EMISSIONS		2025
Unit of Measurement		tons CO _{2eq}
Total Scope 1&2 emissions market based		3,548
Scope 1		3,547
Scope 2		1

1. Total Scope 1 and Scope 2 emissions (location-based) amount to 7,522. Scope 1 emissions are 3,547 and Scope 2 emissions are 3,975. The location-based method reflects the average emission intensity of the grids in the geographies where electricity consumption occurs, in line with the GHG Protocol.

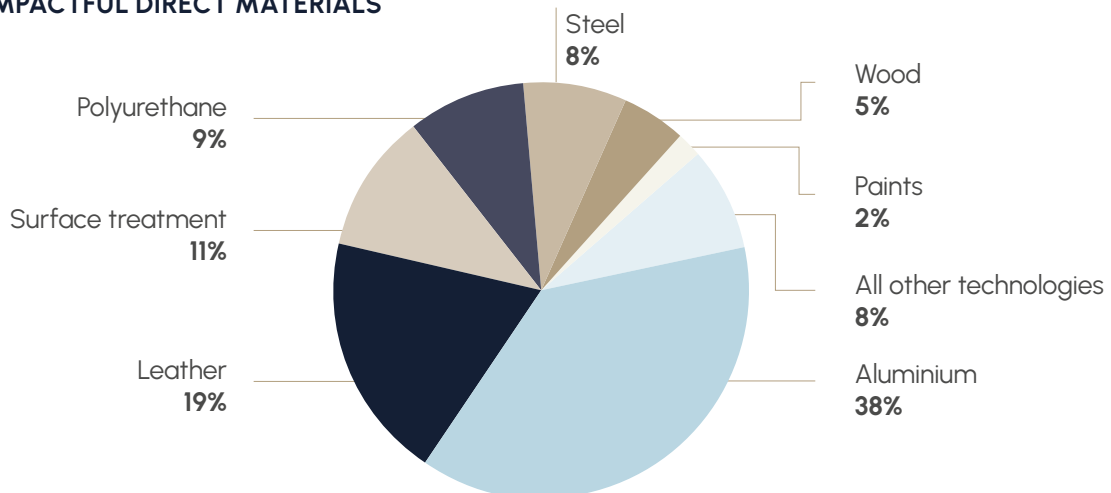
The majority of the Group's greenhouse gas emissions continue to derive from indirect sources across the upstream and downstream value chain, namely Scope 3 emissions. This distribution reflects the characteristics of the Group's industry and operating model. Within Scope 3, Purchased Goods and Services remain the most significant category, representing the

largest share of total emissions. Within this category, the highest impacts are associated with directly purchased materials. The graphs below illustrate, respectively, the most relevant Scope 3 categories and the direct material categories associated with the highest impacts.

DISTRIBUTION OF SCOPE 3 EMISSIONS



MOST IMPACTFUL DIRECT MATERIALS



With the objective of continuous improvement, the data foundation is strengthened year after year through a structured review process aimed at identifying gaps, improving data coverage and progressively replacing estimates with more representative inputs.

In 2025, Haworth Lifestyle initiated a detailed deep dive into Scope 3 emissions, starting with Purchased Goods and Services, which represents the most significant source of emissions within the

value chain. This assessment allowed the definition of a dedicated decarbonization pathway for Purchased Goods, identifying reduction levers based on emissions impact and economic feasibility.

Building on this approach, the analysis is progressively being extended to the other most material Scope 3 categories. These categories are being integrated into the Group's overall decarbonization trajectory, ensuring a comprehensive and structured reduction strategy across the value chain.



WASTE MANAGEMENT

A GROUP-WIDE APPROACH

[E5-1]

The Group is actively working to reduce waste at the source, maximize recycling, and minimize its environmental footprint.

Waste collection across all brand facilities is handled by third-party companies that manage disposal according to the type of material and local municipal regulations. In line with Haworth Lifestyle's supplier management approach, each brand is responsible

for selecting and overseeing its waste management partners. This oversight ensures the enforcement of responsible waste practices, allowing brands to closely monitor operations.

As of now, 60% of Haworth Lifestyle's manufacturing sites hold **ISO 14001 certification**, reflecting the implementation of formal environmental management systems across these facilities.

2025 PROGRESS AND ACTIONS

[E5-2] [E5-5]

Haworth Lifestyle's brands continue to align with the Group's commitment by expanding solutions that divert waste from landfills.

One ongoing initiative is the resale of leather offcuts, first introduced 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 offcuts alone, approximately 305 tons of material were recovered and reintroduced into the supply chain as a by-product. To maximize the value of unavoidable leather waste, Cassina diverts all unusable residual leather to specialized small leather goods manufacturers, in 2025 alone, nearly 39 tons of leather were repurposed through these collaborations. Similarly, Zanotta sold 29% of leather scraps and 44% of hide scraps from its production process to an external operator¹⁵. Beyond leather, Zanotta carefully stores end-of-roll materials within its production facility, making them available for special sales or repair activities when needed, further maximizing resource efficiency.

By repurposing wood scraps generated during

production, Ceccotti Collezioni produces energy for heating its facilities, keeping materials in use and reducing waste. Over the year a total of 116 cubic meters of scraps were collected, vacuum-extracted and sent for incineration with energy recovery, effectively turning waste into a resource while improving material efficiency. Building on this initiative, Ceccotti Collezioni launched a project to track and monitor discarded solid wood, including previously untraced sawmill waste. Ongoing daily monitoring has allowed the brand to establish more precise cutting standards, while plans are underway to extend the initiative to supplier sites, further strengthening overall resource efficiency.

Complementing these initiatives, polystyrene from Interni is collected by an external operator and transported to a dedicated storage facility, where it is recovered at no cost, supporting responsible waste management.

Further waste management improvements were implemented at Luxury Living Group's Forlì plant (Emilia-Romagna, Italy) with the installation of a new compactor. Previously, cardboard was disposed

¹⁵ Zanotta's data is consistent with 2024 trends, as it is based on the percentage impact on purchases assuming an equal volume of business in 2024 and 2025.

of directly into containers, but the compactor now compresses recyclable materials before transport, reducing waste volume and optimizing both storage and logistics.

RESOURCE OUTFLOWS

In 2025 Haworth Lifestyle's brands generated a total of 2,372 tons of waste, a 25% increase compared to 2024 (1,891 tons). Despite the significant growth

in volumes, the Group maintained its commitment to waste diversion, with 97% of total waste diverted from disposal in both years. Waste directed to disposal remained stable at 3% of the total, while non-hazardous diverted waste accounted for 99% of all diverted volumes. Overall, the data confirms the Group's ability to sustain high diversion rates even as total waste grew in line with an expanded reporting scope.

E5-5 | RESOURCE OUTFLOWS

WASTE GENERATED		2025
Unit of Measurement	kg	%
Total waste generated^{1,2,3}	2,372,423	100%
Total waste diverted from disposal (including waste prepared for reuse, recycled, or subject to other recovery operations)	2,308,774	97%
of which hazardous	21,626	1%
of which non-hazardous	2,287,148	99%
Total waste directed to disposal	63,649	3%
of which hazardous	14,129	22%
of which non-hazardous	49,520	78%
Specific breakdowns of total waste		
Total waste non recycled	1,328,570	56%
Total waste to energy ⁴	480,202	20%

- JANUS et Cie and Luminaire do not currently monitor resource outflows. For FY2024, system-level data was not available for Ceccotti, Interni, JANUS et Cie, and Luminaire. In FY2025, Ceccotti and Interni began collecting and reporting these data, while JANUS et Cie and Luminaire are preparing to enable data collection going forward.
- For Zanotta perimeter for the FY2024, 37,350 kg have been reclassified under non hazardous waste-to-energy. As a result of this reclassification, FY2024 figures differ from those disclosed in the previous Sustainability Report.
- The increase recorded between 2024 and 2025 was largely driven by Poltrona Frau and Poltrona Frau in Motion, which together reported a 42% increase in total waste generated. This variation is mainly attributable to changes in reporting scope and extraordinary waste management activities. In 2025, urban waste previously managed through external consortia was included in the data. In 2024, approximately 170,000 kg of this waste had not been accounted for, as it was not directly managed by the brands; this explains around 31% of the overall increase. A further 7% of the variation is linked to extraordinary activities carried out during the year, including warehouse clear-out operations, the disposal of components accumulated over previous years, and renovation works, which together generated approximately 40,000 kg of additional waste. The remaining 5% is attributable to variations in waste generation related to production activities. In addition, for Poltrona Frau in Motion, the Montegranaro site, which was not included in 2024, was incorporated into the reporting perimeter in 2025 following a reassessment of the scope.
- If the item "Total waste to energy" is not found in the 2024 Report, it is because this level of detail was not previously disclosed. This category has been introduced this year to provide greater visibility on this specific breakdown of waste treatment.

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.

CIRCULAR DESIGN

A GROUP-WIDE APPROACH

[E5-I]

For Haworth Lifestyle, circularity is an ongoing journey built on the sharing of best practices across brands and on continuous improvement.

In 2023 the Group adopted the **Guidelines for Circular and Responsible Product Design** as a shared internal reference framework to disseminate the culture of circularity, clarify its operational principles, and anticipate emerging international regulatory requirements for furniture with lower environmental impact.

During 2024, this strategic direction moved from alignment to implementation. Each brand started incorporating circularity principles according to its own identity, product typologies and technical constraints, translating shared pillars into distinctive design approaches while contributing to a coherent Group strategy.

In 2025, the focus shifted toward measurement and learning. Brands started developing tools and approaches to assess circularity performance and to better understand how circular design principles can be effectively embedded into their development processes and design mindset.

MEASUREMENT AS ENABLER

What cannot be measured cannot be improved. Relying on quantitative data allows the Group to understand its current position, define where it intends to go and identify the actions needed to get there.

In 2024 Haworth Lifestyle introduced an assessment methodology to standardize circularity metrics across all brands. The objective was to establish a measurable baseline, progressively map the circularity potential of new products and set future targets driven by product innovation, while reducing the risk of unsubstantiated claims.

All circularity analyses are carried out through **CircularTool**®, a platform validated by Bureau Veritas that measures key indicators. Within this framework, **Cassina is leading its implementation, optimizing the manufacture of products right from the early stages of R&D and design.** The assessment supports preliminary design and material decisions, increasing technical awareness of circular performance from the outset of development.

Building on this experience, all other brands have started applying circularity measurement to newly launched products, establishing a reference base for future evolution and target setting.

2025 PROGRESS AND ACTIONS

[E5-2]

Each brand applies the circular design's core levers stated above according to the unique needs and features of its products.

POLTRONA FRAU IN MOTION'S MATERIAL USE IMPROVEMENTS

Poltrona Frau In Motion carried out several upgrades to enhance machinery performance as well as operational efficiency. In 2025 **multilayer equipment** was improved, while an AI-based **digital scanning system for defect detection** became fully operational, allowing for more accurate pattern placement and higher leather yield. Operating on AI-driven continuous learning, the system is expected to further reduce processing times and improve efficiency in 2026. Complementing these upgrades, **anthropomorphic**

robotics were introduced on the assembly line, and additional improvements, such as an in-house embroidery machine, vertical storage units at Montegrano and Tolentino, and a pick-to-light system at Tolentino, helped to streamline the storage and retrieval of sewn leather kits. Compressed air lines were replaced to reduce leaks, and member-focused initiatives, including electric hand dryers, and height-adjustable workstations, further enhanced workplace comfort and safety.

CASSINA: FF.SPINE BY FORMAFANTASMA

In 2025, Cassina developed a project in which the use of wood was optimized. The wood components of the *FF. Spine* bookshelf have been designed to **minimize waste through a system of modular blocks that can be assembled in various configurations**, streamlining

cuts and reducing waste. The product is also painted in the in-house water-based finishing facility, enabling the entire workflow, from the definition of finishes to the refinement of its colors, to be fully managed internally.

CASSINA: FIANDRA BY VICO MAGISTRETTI

Cassina introduced a new interpretation of the **Fiandra sofa, designed by Vico Magistretti for the company in 1975**. Thanks to in-depth research and development, this model has been updated with innovative engineering and materials, permitting disassembly at the end of its life cycle. *Fiandra's* metal structure can be separated from its padded elements to facilitate the recycling of its materials in a nod to the original design in which Magistretti limited the use of polyurethane.

In collaboration with the Fondazione Vico Magistretti, Cassina expanded the sofa's proportions resulting in a more relaxed and comfortable seat while also reducing the base size. *Fiandra*, available as an armchair or sofa, can be arranged in different ways thanks to a range of modules introduced by Cassina. Two new elements, a chaise-longue and a square pouf, have also been added, making the system even more versatile.

RETAIL AUTOMOTIVE PROJECT

Cassina Custom Interiors conducted a project based on a new retail concept developed by a French design studio for a global luxury automotive network with more than 200 locations worldwide. The concept was distinguished by its rigorous approach to the selection of furniture, **prioritizing pieces sourced from verified Italian supply chains** known for their quality, traceability, and craftsmanship.

All upholstered furnishings, service counters, and storage units produced by Cassina Custom Interiors were engineered and manufactured using certified materials and controlled production processes. The design and construction strategy placed strong emphasis on disassembly: mechanical fastening systems were intentionally integrated to allow components to be easily separated, replaced, and recovered.

RETI-CO BY CAPPELLINI

For the products developed for the 2025 Salone del Mobile, efforts focused on minimizing the use of glued components, ensuring that all parts could be easily assembled and disassembled. A prime example is the **Reti-co collection**, a new line of storage units designed by Daisuke Kitagawa. With *Reti-co*, Cappellini introduced the essence of Japanese minimalism into the contemporary Italian design landscape. The collection resulted in a timeless object that authentically reflects Cappellini's vision of modern living. Inspired by the *shoji*, the traditional Japanese sliding wooden-and-paper screen, the collection

conveys lightness, balance, and formal rigor.

Reti-co marked a new approach to product design and engineering, placing sustainability at the forefront. **Each unit was conceived to be fully disassemblable and free of glued parts**, enabling more responsible production and a longer lifecycle. This design choice facilitated easy disassembly, material recovery, and the potential for a second life of the object, reducing environmental impact and promoting a conscious, enduring vision of design.

DUO COLLECTION BY CECCOTTI COLLEZIONI

Ceccotti Collezioni expanded the DUO range with the introduction of the **DUO Bedside Table** and **DUO Chest of Drawers**, both designed by Roberto Lazzeroni and conceived for disassembly: nearly all components can be individually replaced, allowing, for example, a damaged shelf to be swapped without affecting the rest of the piece. Specifically, the **DUO Bedside Table** reflects the retro-inspired style of the collection, and comes in three versions: basic, with an additional shelf, or with a drawer, all

crafted in ash with optional leather-lined interiors, and a top customizable in wood, leather, colored glass, or Calacatta marble. The **DUO Chest of Drawers**, on the other hand, evolved out of the DUO Cabinet, made in solid ash and featuring six drawers plus a small open compartment with a removable leather-lined tray. Drawer fronts are maple, with optional leather bottoms, while the exterior can be veneered in ebony, American walnut, or inlaid maple, creating a contemporary, freestanding-friendly object.

FEDRIGO BY ZANOTTA

The **Fedrigio sofa by Zanotta represents a perfect balance of contemporary design, comfort, and sustainability**. Designed by Vincent Van Duysen, *Fedrigio* is a modular system with enveloping forms, where the backrest and armrests merge into a single, fluid gesture, crafted not only for aesthetics but also for long-lasting durability. The design integrates sustainability considerations through specific material and construction choices. The load-bearing structure is made of multi-layer plywood, combined with

polyurethane foam padding that includes a share of recycled polyols.

The upholstery is produced from PET fiber containing recycled content and is attached using Velcro, avoiding the use of adhesives. This allows the sofa to be fully disassembled, supporting material separation for recycling and enabling the replacement of covers over time.

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'S MENTORSHIP PROGRAM AT SAVANNAH COLLEGE OF ART AND DESIGN

In 2025 Poltrona Frau continued its mentorship program, led by brand professionals at the Savannah College of Art and Design (SCAD). The initiative provided students with technical and design guidance, enriching their educational experience. As part of the program, students were invited to **explore how**

production waste can be transformed into creative design opportunities. The challenge, titled "Waste Less", focused on repurposing leather offcuts from Poltrona Frau's production, encouraging a sustainable and circular approach to design without limiting creativity.

CAPPELLINI'S CHRISTMAS GIFT

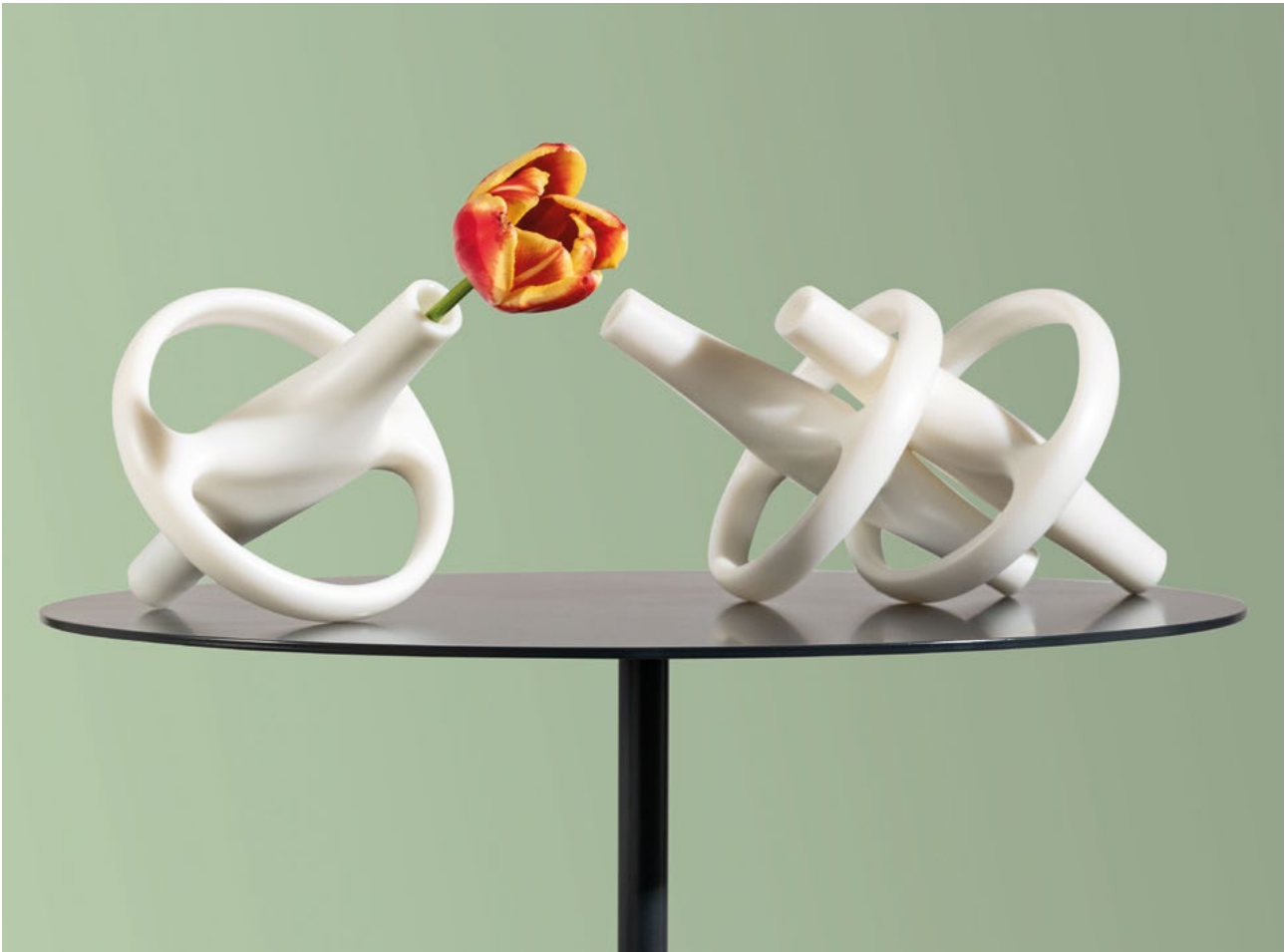
For its 2025 Christmas gift, Cappellini chose to share an existing piece from its collection, *Monofiore* by Ronan Bouroullec, with a selection of high-end clients and the press. Rather than producing a new item, this choice reflected a conscious **effort to avoid overproduction by using products already in stock.** *Monofiore*, designed in 1999, was an iconic object

that highlighted Cappellini's long-standing ability to recognize design talent that would go on to become internationally renowned. By selecting an existing piece, the company reduced resource consumption, minimized environmental impact, and avoided unnecessary manufacturing.

LUMINAIRE X BY LUMINAIRE

Luminaire continued to grow Luminaire X, a curated platform that brings high-quality design into sharper focus, offering clients access to iconic warehouse items, rare finds, and timeless pieces of exceptional value. The platform provides a carefully curated selection of high-end design objects, with a particular emphasis on **giving new life to items that might**

otherwise be discarded. In doing so, Luminaire X not only showcases rare and distinctive pieces, but also fosters a thoughtful approach to design by reducing waste and transforming items into unique, sought-after works ready to enhance new environments and projects.



SUSTAINABLE MATERIALS

A GROUP-WIDE APPROACH

[E5-I]

Haworth Lifestyle is committed to responsible material selection and regulatory compliance across all operations, starting from the earliest phases of product development. Additionally, the Group's brands are working on collaborative initiatives to explore alternative materials, such as recycled fabrics and responsibly sourced inputs.

The following list outlines the core materials utilized across the brands. Furthermore, on an individual brand basis and as needed, dedicated engagements are organized with material suppliers to identify and evaluate suitable sustainable alternatives available in the market.

MATERIALS	DESCRIPTION
Wood	Natural material from trees and wood is valued for its strength and aesthetic appeal, used in furniture and decor.
Fabrics	Materials like cotton and synthetics, chosen for texture and design in upholstery.
Metal	Strong and durable material, which includes varieties like steel and aluminum, used for strength in frames and structures.
Foam	A lightweight material made of small air bubbles trapped in a solid or liquid, often used for cushioning, insulation and packaging.
Plastic	A synthetic material, plastic is lightweight and versatile, used in various components.
Adhesives & Bonding	Materials used to join two surfaces together through a chemical or physical process, creating a strong bond between them.
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.
Electronic Components	Small parts used in electronic devices, such as resistors, capacitors and transistors, that help control and direct the flow of electricity.
Packaging	Materials used to protect, contain and label products for transport, storage and sale, often designed to preserve the product and provide information.
Glass	Used to introduce transparency and to convey a light and contemporary touch in complex design elements such as tables and lighting fixtures.
Leather	Leather is used to create durable and stylish products for furniture and accessories.
Marble	A natural stone with unique patterns and colors, marble is used in our products for its elegance.
Polyurethane and other types of padding	Polyurethane foam is commonly used for cushioning used in seating, offering comfort and support.

2025 PROGRESS AND ACTIONS

[E5-2]

To align with Haworth Group's targets for sustainably sourced and produced materials, Haworth Lifestyle's brands have launched a range of initiatives, from developing lower-impact materials to creating new technologies. Haworth Lifestyle has also begun the initial mapping of incoming resource flows and is currently establishing a more structured system to ensure a consistent approach across all brands.

Within this framework, the Group is also progressively implementing the requirements of the EU

Deforestation Regulation (EUDR), as part of a broader effort to strengthen the traceability and responsible sourcing of materials.

In 2025 Haworth Lifestyle worked on its leather and fabric cutting process optimization program, an industrial efficiency pillar launched three years ago with the rollout of next-generation cutting machines across all manufacturing sites. During the year a cross-brand benchmarking exercise was carried out to identify best practices and improve material yield.

POLTRONA FRAU'S UPHOLSTERY EVOLUTION

Over time, Poltrona Frau has refined its material selection by introducing lower-impact alternatives and improving process efficiency. Today, over 90% of the Pelle Frau® catalog is Impact Less, and the company continues to innovate in this direction. The following selection highlights recent developments in materials and production processes.

In 2025, the brand launched **Pelle Frau® Soulful**, the natural evolution of Pelle Frau® Soul, which will now be phased out. This new upholstery features the **Impact Less** tanning process, introduced by Poltrona Frau in 2022, and joins the ColorSphere, Velvety, and Nest collections launched over the past three years. Among the key measures implemented, the process eliminates chromium components (Cr3), reduces chemical use by 15%, and cuts water consumption by 10% throughout production. Pelle Frau® Soulful Impact Less is LWG Gold certified, meeting the highest environmental standards, and its production has been analyzed using Life Cycle Assessment (LCA) to provide precise data on its environmental footprint.

Furthermore, Poltrona Frau's research and innovation efforts culminated in 2025 with the launch of Re-Saddle, a second-generation regenerated leather made from offcuts recovered from its own production. Composed primarily of leather fibers and GRS (Global Recycled Standard)-certified recycled polyester, it delivers high performance with a reduced environmental impact. **Re-Saddle** is produced through a mechanical process that transforms leather scraps into fine fibers, which are bonded to a polyester substrate and then dyed and finished using the same techniques applied to natural leather. By eliminating the tanning and retanning phases, the process reduces water consumption by 90% compared to virgin leather production and achieves a 95% water recycling rate. Unlike first-generation regenerated leather, Re-Saddle uses significantly fewer chemical binders while maintaining the same aesthetic and tactile qualities as natural leather. According to LCA methodology, its carbon footprint is 9.84 kg CO₂eq per m².

CASSINA LAB AND ALTERNATIVE MATERIALS

Cassina continues its research in material innovation as part of its journey which began with **Cassina LAB**, born from the partnership with the Poli.Design consortium at the Milan Polytechnic. The brand's main objective is to identify a design process aimed at extending the product's life cycle, employing circular materials and optimizing design and production processes by implementing innovative technologies. Throughout the year Cassina continued the phased introduction of alternative **polyurethanes that contain**

a percentage of recycled raw materials, for both block and cast-in-mold applications. These solutions reduce environmental impact while preserving the brand's high-quality standards, thus supporting circular economy principles.

Ultimately, the goal is to design all new products using circular materials, the final percentage and technical construction of which may vary.

CAPELLINI'S FSC™ CERTIFICATION

In 2025 Cappellini obtained **FSC™** (Forest Stewardship Council™) certification, confirming its use of wood sourced from responsibly managed forests and marking a concrete step toward more ethical, environmentally conscious and fully traceable design.. This commitment is reflected in the **Newood**

seating collection, designed by Brogliato Traverso and inspired by a contemporary reinterpretation of the Windsor style, now crafted using FSC™-certified wood. The collection expresses Cappellini's design vision, where material selection, durability, and quality are integral to the development of each product.

LUXURY LIVING GROUP'S FUTURA

An example of an innovative approach is FUTURA Fabric, a polyurethane-based material that replicates the appearance of leather without the use of solvents or PVC. Its textile backing is made from

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



SUSTAINABLE PACKAGING

A GROUP-WIDE APPROACH

[E5-1] [E5-3]

In 2025, further progress was made on the Group-wide initiative launched in 2024 by the Corporate Operational Excellence division, aimed at pooling the expertise of all the Haworth Lifestyle's brands to define best-in-class packaging solutions. The primary objective of the initiative is to create functional and cost-effective 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, they have contributed to defining the optimal packaging archetype for each product category, meaning a standardized packaging process including materials, design, and packing steps to be applied consistently across similar products.

During 2025, packaging archetypes were developed and formally defined at a technical level, then shared with all suppliers. The resulting guidelines, applicable both internally and externally, focused on volume optimization, ensuring products were shipped without unnecessary empty space, and on the use of recycled or recyclable materials.

Additionally, in alignment with Haworth Group's global goal of achieving **100% sustainable packaging**, i.e. renewable, reusable, recyclable or compostable packaging, Haworth Lifestyle is revising its packaging choices by increasing the use of responsibly sourced materials and considering certifications and labels that can support this transition. This proactive approach enables the Group to anticipate future European and national regulations on packaging while working in synergy with the sustainability team.

2025 PROGRESS AND ACTIONS

[E5-2]

In 2025 brands within the Group continued to undertake initiatives aimed at optimizing packaging and increasing the use of recyclable materials. During the year, Haworth Lifestyle's brands allocated 98% of their total packaging spending to renewable, reusable, recyclable or compostable packaging. During the year Haworth Lifestyle's brands allocated 98% of their total packaging spending¹⁶ to renewable, reusable, recyclable or compostable packaging¹⁷.

OPTIMIZING CARDBOARD SOLUTIONS

In 2025 boxes designed around the specific characteristics of each product were introduced, and their implementation was extended across all

manufacturing plants in Italy and the United States. Adopting a common cardboard solution improved procurement efficiency, reduced waste, streamlined inventory, and simplified distribution, while still allowing each brand to deploy customized solutions when needed. Looking ahead, Haworth Lifestyle aims to gradually supply packaging boxes directly to suppliers with the necessary technologies, driving cost savings and greater standardization. At the same time, efforts are focused on improving visibility on how suppliers manage packaging operations. While subcontractors currently maintain autonomy in their packaging methods, material selection is already monitored through more structured oversight.

16. 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). JANUS et Cie does not currently monitor this KPI.

17. The remaining 2% is due to technical constraints that cannot currently be eliminated; these cases are continuously monitored and regularly reviewed.

To support the rollout of the new packaging approach, Haworth Lifestyle invested in advanced in-house custom cardboard box-making machines supplied by a leading Italian manufacturer. As of 2025, one machine was in place at Cappellini's Lentate site - also producing custom boxes for Cassina and Zanotta - another was operating in Forlì for Luxury Living Group, and a further unit was installed in November for Poltrona Frau. An additional machine was purchased for JANUS et Cie in Los Angeles. By enabling the internal production of made-to-measure boxes, the initiative reduced reliance on standard boxes from external suppliers, lowered material use and logistics volumes, and removed constraints linked to minimum order quantities. For continuous packaging modules, the cardboard used is 100% FSC™-certified.

REDUCING WOOD IN PACKAGING

Brand efforts focus on improving cardboard durability and streamlining packaging logistics, while at the same time reducing wood use.

As regards materials, **Ceccotti Collezioni has increased the thickness of externally certified cardboard** while transitioning away from OSB (Oriented Strand Board) wood cages, although wooden crates are still used for particularly delicate components such as glass. Similarly, **Luxury Living Group is revising its packaging approach based on product characteristics.** For products weighing more than 60 kg, wood packaging is being replaced with cardboard solutions, while lighter items continue to be shipped in wooden crates where needed. During the year, the brand also continued to explore alternative cage-based packaging solutions aimed at further reducing wood use. In parallel, traditional wooden pallets are being replaced with plastic-footed systems to reduce both wood consumption and overall packaging weight, with full implementation expected in 2026.

RETHINK PLASTIC PACKAGING

Building on last year's efforts, **Luxury Living Group has continued the transition from PVC bags to bio-based polyethylene bags** made from sugarcane

for packaging blankets and throws. These bags are recyclable, and made from renewable materials, offering a lower environmental impact than conventional petroleum-based plastics, although they are not compostable.

JANUS et Cie encourages key vendors to adopt sustainable packaging wherever possible, and provides formal guidelines identifying eco-friendly packaging options to steer the supply chain toward more responsible practices.

Poltrona Frau launched a cross-product program to reduce packaging that, although still ongoing, aims to phase out polystyrene and move exclusively toward recyclable materials. In 2025, the brand achieved conformity with **ISO 14021:2021**, an international standard that defines the requirements for self-declared environmental claims (Type II environmental labeling). The certification ensures that environmental claims related to packaging, such as recyclability or recycled content, are supported by verifiable information. Packaging solutions are being progressively updated; however, due to production timelines, material availability, and logistics, some products may still ship in previous packaging while the transition is completed. **The Poltrona Frau In Motion continued to expand its returnable packaging program as part of an ongoing effort to gradually phase out wooden pallets and single-use protective materials**, such as bubble wrap. The initiative aims to replace disposable packaging with durable solutions that reduce environmental impact over the long term. In May, a new custom returnable packaging solution was launched in collaboration with a client, specifically designed to eliminate the need for bubble wrap in shipments. By the end of the year, the first prototypes were completed, with full operational implementation planned for 2026.

In addition, **all new Cassina's products are being designed with packaging that contains 65% recycled or recyclable polyethylene**, initially applied in-house and set to be extended to external suppliers. In parallel, **the brand is focusing on reducing shipping volumes** by analyzing product dimensions and weights, redesigning Boxes, and minimizing overall package sizes.



La grande
libreria di
Formasetti

They took them for
madmen, what with all
those drawings of fish and
other motifs on dishes

They took them for
madmen, what with all
those drawings of fish and
other motifs on dishes

ANTIQUE

ando
tra civette e gufi

Curiosando tra civette e gufi

La riscoperta di Fo
Il "folle" genio del

Dalla cravatta all'a
Sono tutte «folle pr

经典的另类演绎

occhi e occhi di donne

FO
MILANO
DESIGN

scoperta di Formasetti
genio del design

MONTE
L'idea di Piero Formasetti alla
SERA



SOCIAL: BUILDING EXCELLENCE TOGETHER

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' WELLBEING

A GROUP-WIDE APPROACH

[SI-1]

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

Haworth Lifestyle follows the values and principles set by Haworth Group, 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.

2025 PROGRESS AND ACTIONS

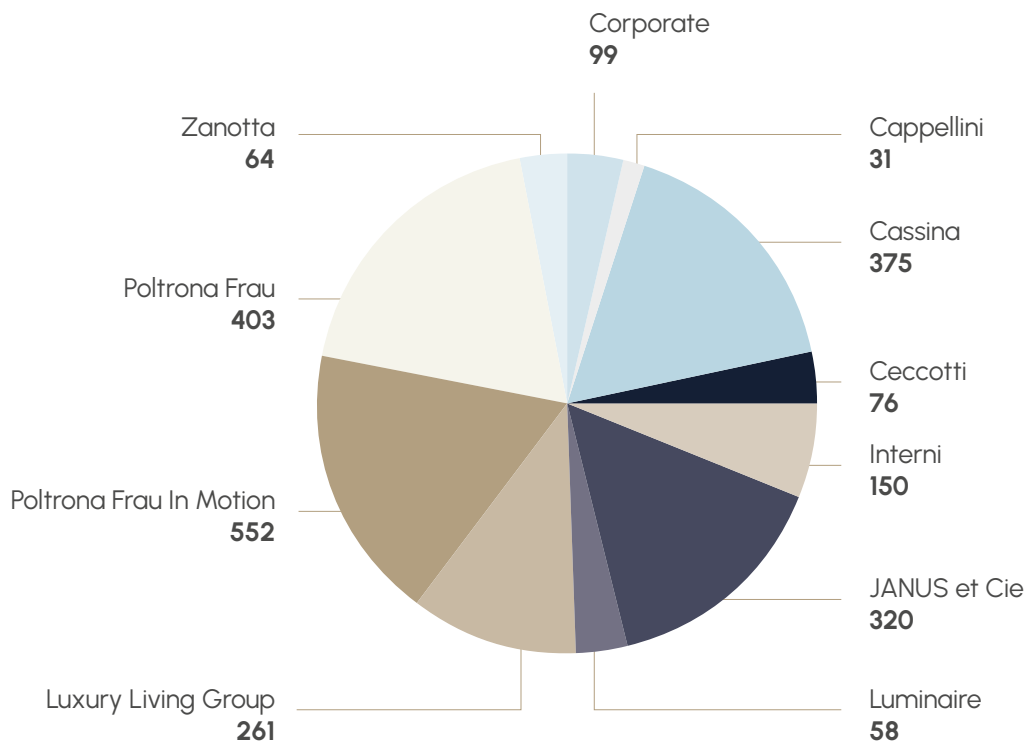
[ESRS 2 SBM-2] [SI-2] [SI-4] [SI-6] [SI-7] [SI-8] [SI-9] [SI-10] [SI-11] [SI-14] [SI-15]

OUR MEMBERS IN NUMBERS

Haworth Lifestyle can count on **2,389 members**, the majority of which based in Italy and the United States, making up 70% and 17% respectively of the workforce.

Workforce stability is evident, with 95% of members holding permanent contracts, while the remaining 5% hold fixed-term contracts in 2025.

MEMBERS BY BRAND^{18,19}



18. As of December 31, Karakter had a reduced member structure pending the brand's full merger into Cassina, with Cassina responsible for all operations. Three Karakter members are included in Cassina's headcount.

19. The employees of KJ Ryan are included within the Poltrona Frau In Motion scope.

Haworth Lifestyle has a global presence, with members located in 14 countries worldwide. Starting in 2025, KJ Ryan was included in the reporting scope of Poltrona Frau In Motion. As a result, the workforce in the UK increased significantly between 2024 and 2025.

A total of 128 members from KJ Ryan are now included,

accounting for most of the increase (+512%), while the remaining difference is attributable to 8 additional hires during the year.

In the United Arab Emirates, the increase recorded between 2024 and 2025 is mainly attributable to 14 new hires at Vivente.

SI-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

EMPLOYEES BY COUNTRY		2025	
Unit of Measurement		n. (headcount)	%
Total employees¹		2,389	100%
Italy		1,682	70.41%
USA		396	16.58%
United Kingdom ²		161	6.74%
United Arab Emirates ³		51	2.13%
France		32	1.34%
China		24	1.00%
Singapore		16	0.67%
India		9	0.38%
Mexico		6	0.25%
Spain		5	0.21%
Denmark		3	0.13%
Philippines		2	0.08%
Indonesia		1	0.04%
South Korea		1	0.04%

1. Luminaire's data of 2024 includes 37 employees hired as of December 31, that operationally entered the Group on 1st January 2025.

2. In 2024, UK totals did not include KJ Ryan, as the brand was acquired during the year. Starting from 2025, KJ Ryan data are included within Poltrona Frau In Motion's scope. As a result, the +544% increase in UK totals between 2024 and 2025 is largely explained by a +512% increase related to the inclusion of KJ Ryan data.

3. In the UAE, the +38% increase from 2024 to 2025 is mainly driven by a change in scope: starting in 2025, Vivente is included within Interni's reporting perimeter.

SI-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

EMPLOYEES BY GENDER AND TYPE OF CONTRACT		2025			
Unit of Measurement		n. (headcount)			
Gender ¹		Male	Female	Other	Total
Number of employees		1,289	1,100	0	2,389
Number of permanent employees		1,233	1,035	0	2,268
Number of temporary employees ²		56	65	0	121
Number of non-guaranteed hours employees		0	0	0	0

1. Gender as specified by employee themselves.

2. Temporary employees are individuals hired on a fixed-term employment contract (short- or long-term), including seasonal workers, interns, and contractors employed directly by Haworth Lifestyle or its brands.

Additionally, 148 non-members²⁰ supported the Group's operational and commercial activities globally, across manufacturing, logistics and retail functions.

The total number of non-members grew by 95% between 2024 and 2025. This increase was mainly driven by the expanded use of outsourced personnel at Poltrona Frau (+66%) and Poltrona Frau in Motion (+42%), in response to higher operational demand.

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

NON-EMPLOYEES		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Total non-employees^{2,3,4}	109	39	0	148

1. Gender as specified by employees themselves.
2. Non-employees are individuals who are not directly employed by Haworth Lifestyle but who perform activities for the company under service or subcontracting agreements. This category typically includes external professionals and personnel providing outsourced services (e.g., catering or body rental) and excludes interns.
3. The 2024 figures by gender (male and female) have been restated to reflect the entire Group perimeter, rather than the Italian perimeter only.
4. The total increase of 95% from 2024 to 2025 was mainly due to the higher use of agency workers at Poltrona Frau (+66%) and Poltrona Frau in Motion (+42%), driven by increased operational demand. Also JANUS et Cie contributed (+14%); in its case the increase is mainly attributable to the hiring of temporary warehouse associates. This measure was adopted to ensure operational continuity following the resignation or leave of absence of several full-time employees, as temporary staff represent the most effective way to cover warehouse shifts for these roles.

ENSURING MEMBER WELLBEING

Haworth Lifestyle ensures fair and competitive wages, aligning compensation with industry benchmarks and regulatory requirements. It also recognizes the importance of social dialogue and collective bargaining in supporting fair working conditions and ensuring that members' voices are represented in workplace discussions. In 2025, 80% of the workforce was covered by national collective labor agreements (CCNL in Italy), which are applied wherever available within the relevant local regulatory framework. In addition, 72% of employees were covered by social dialogue mechanisms. The difference between the two figures is mainly due to the exclusion of executives from social dialogue arrangements, in line with the provisions of the applicable CCNL.

All members have access to social protection benefits, including healthcare, parental leave, and sick leave. Additional benefits may be provided at brand level, depending on local practices, such as accident insurance or life insurance.

To safeguard the wellbeing 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 2025 the Group maintained a Smart Working Policy, offering eligible²¹ members one day of remote work per week. The policy aims to enhance 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 and other forms of family-related leave. In 2025, 6% of Haworth Lifestyle's members took parental leave. In this regard, Cassina strengthened its parental policy by providing structured support for members both prior to maternity leave and on their return. The initiative also includes paid leave for school enrollment activities and annual financial bonuses of approximately €1,000 for three consecutive years, reflecting the brand's commitment to fostering employee wellbeing and ensuring a correct career work/family life balance.

20. NACE Code N78.

21. Eligible members are those whose roles can be effectively performed remotely.

S1-15 | WORK-LIFE BALANCE METRICS

PARENTAL LEAVE ¹		2025		
Unit of Measurement	%			
Gender ²	Male	Female	Other	Total
Entitled employees over total employees	100%	100%	-	100%
Employees that took parental leave over total employees	4%	7%	-	6%

1. For this indicator, given the predominantly European scope, only cases of parental leave were considered; all other types of family leave are excluded. Across the EU, many forms of family leave are already regulated within structured legal frameworks and are often classified under specific statutory categories.
 2. Gender as specified by employee themselves.

Specific initiatives were introduced in 2025 to promote mental wellbeing and expand access to psychological support. As part of this commitment, Haworth Lifestyle partnered with **Unobravo**, a medical center and online psychology platform, to offer members access to three complimentary sessions, along with discounted rates for additional appointments. The program extended to up to three family members per member, allowing them to benefit from the same support. 79 members attended at least one session, out of 124 participants who took advantage of the initiative, generating a total of 662

sessions. Unobravo representatives visited the Group's main offices, hosting informational booths and engaging directly with members to promote mental health awareness and support. To complement this effort, a series of webinars was conducted on various topics, including a dedicated session for World Mental Health Day.

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 entity.

POLTRONA FRAU'S PROMOTION OF MEMBER WELLBEING

In 2025 Poltrona Frau strengthened its commitment to employee wellbeing and engagement through initiatives promoting physical activity and strengthening team cohesion. In collaboration with a local association, the brand organized three **hiking trips** and three **e-bike excursions** on Sundays across different areas of the Marche region, encouraging members to stay active while also fostering a sense of community and connection with the local territory.

In addition, the **corporate swimming** pool was reopened and, in 2025, remained open every day throughout the summer for members. The pool was also open to members' families on weekends from June to September, offering opportunities for recreation and relaxation.

JANUS ET CIE'S WELLBEING COMMITMENT

JANUS et Cie expanded its commitment to member wellbeing through the introduction of **WellHub**, a comprehensive wellness benefit designed to support the physical, mental, and emotional health of its members. WellHub provides members with flexible

access to a broad range of wellness resources, including fitness options, mindfulness and mental health tools, and preventive care offerings. By offering choice and accessibility, the program recognizes that wellbeing is personal.



LUMINAIRE'S BIRTHDAY POLICY

At Luminaire, work-life balance is supported through a paid time off allowance of up to 40 hours, which is monitored to encourage full use. In addition, members benefit from supplementary monetary incentives. The **Paid Time Off (PTO)**

Birthday Policy encourages members to take time for themselves on their special day on top of the standard allowance, supporting personal wellbeing and helping members manage their professional and personal commitments more effectively.

LUXURY LIVING GROUP'S NEW SUPPLEMENTARY AGREEMENT

In 2025, Luxury Living Group implemented a **second-level supplementary agreement** aimed at strengthening member wellbeing and work-life balance. The agreement extends medical leave from 24 to 32 hours annually, including for members who accompany family, and adds an extra vacation day upon full use of accrued hours. Travel time is formally

compensated, part-time work criteria have been standardized, and meal vouchers are provided as a welfare benefit. The agreement further includes a variable bonus tied to both company performance and the achievement of defined attendance targets, reflecting the Group's commitment to recognizing member dedication alongside business results.

INTERNAL ENGAGEMENT

Haworth Lifestyle works to strengthen member engagement to support wellbeing and foster a shared culture across the organization.

The Group assesses member wellbeing through an annual study that serves as a listening tool to guide improvement actions. The 2025 engagement survey saw 80% participation, with a 64% engagement score, intended as a measure of the workforce's satisfaction with their work environment. Survey results are used to define an action plan that is reviewed and updated on a quarterly basis.

Introduced in 2023, the **Dick Haworth Values Award** continued in 2025 as a shared initiative aimed at recognizing members who exemplify the Group's values and reinforcing a common identity. Members can nominate colleagues, including those from different brands within the organization. In 2025 15 winners were given an award made out of wood, a signed values card and an opportunity to visit Haworth headquarters in Holland (US).

Strengthening engagement also means helping members recognize the value of Haworth Lifestyle from within, by making its identity and values clear, visible, and easy to access. 2025 also saw the **relaunching of the Haworth Lifestyle corporate website**, introducing a new "People" section dedicated to showcasing the Group's identity, values, and employer brand. This section also provides guidance for job candidates, including internal candidates, offering "hiring tips" and best practices to prepare effectively for interviews.

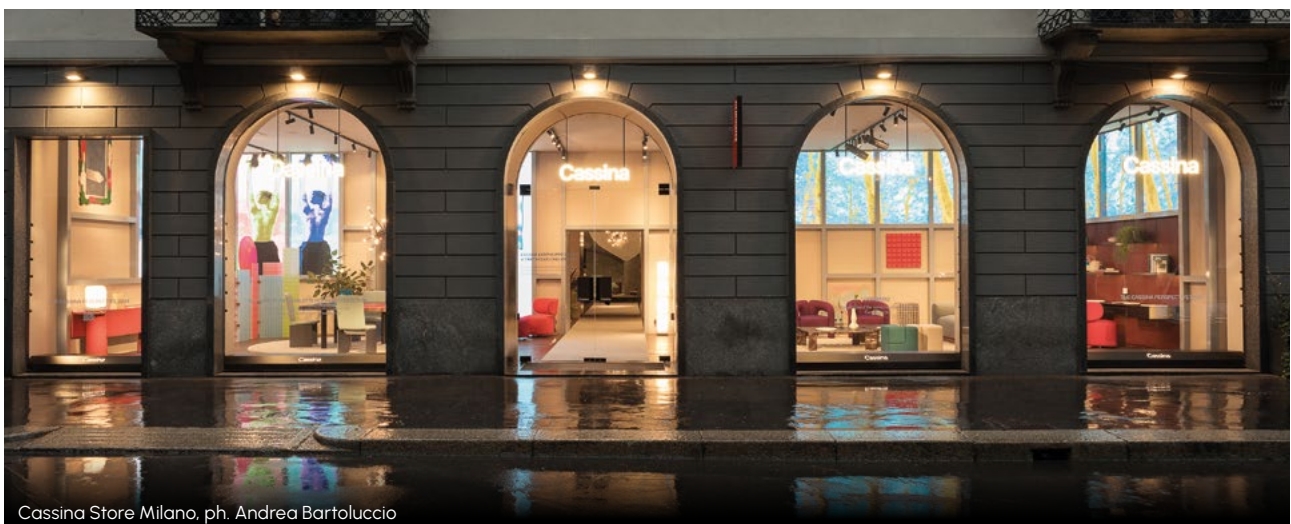
Building on this focus on culture and employer branding, Haworth Lifestyle partnered with **NABA** to enhance an understanding and dissemination of its core values. Students worked in teams of five or six, guided by a NABA instructor, to produce seven videos — one for each core value — which were published on the internal platform as a tool for involvement, knowledge sharing, and reinforcing the Group's culture.

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

CASSINA'S SPECIAL SALE

Building on the initiatives introduced the previous year and alongside its recognition as a Top Employer, Cassina continued to engage its members in a series of activities, including three **Special Sale** events.

Members from different departments voluntarily took on responsibilities beyond their usual roles to contribute to the Retail team's success in exceeding the event's sales target by 20%.



CECCOTTI COLLEZIONI'S IDEAS BOX

In 2025, as part of its ongoing efforts to improve operational processes, Ceccotti Collezioni launched the **"Idea Box"** project, reserved for production members wishing to propose ideas or share suggestions in the areas of Safety, Processes, Products, and Quality. Submissions are reviewed monthly by the relevant departments and evaluated in terms of cost-benefit and feasibility. A rewards policy was also introduced, under which the evaluation committee

selects the most effective idea and grants a financial incentive to the contributor. In 2025, a member was recognized for proposing a support system that allows immediate adjustment of the workpiece holder for CNC (Computer Numerical Control) machines, which are automated equipment used in woodworking and furniture manufacturing to cut, drill, mill, and shape wood.



JANUS ET CIE'S CEO CONNECT

JANUS et Cie strengthened its commitment to open leadership and member engagement through the launch of **CEO Connect**, a monthly open forum hosted by CEO Bill Ward. This initiative was established to promote transparent communication, shared accountability, and meaningful dialogue across the organization. It provides team members with direct

access to the brand's CEO, and is a dedicated space to ask questions openly in a public forum. No topics are off the table, reinforcing a culture of trust, openness, and mutual respect. By encouraging candid conversation around company priorities, performance, challenges, and opportunities, CEO Connect fosters informed participation and collective understanding.

BELONGING

To Haworth Lifestyle, belonging means creating a workplace where every member feels respected, supported, and able to contribute at their best. Differences in background, experience, and perspective are recognized as a source of strength, helping teams collaborate more effectively, solve problems with a wider lens, and build a work environment where people can grow over time.

This commitment is reflected in the composition of Haworth Lifestyle's workforce, which includes members from different age groups: 14% are under 30, 51% are between 30 and 50, and 35% are over 50. This distribution highlights the presence of a multigenerational workforce across the Group. Diversity extends beyond age representation to gender balance, with the workforce comprising 54% men and 46% women, practically an equal distribution.

S1-9 | DIVERSITY METRICS

GENDER DISTRIBUTION AT TOP MANAGEMENT		2025
Unit of Measurement	n. (headcount)	%
Total Top Management¹	37	100%
Male	33	89%
Female	4	11%
Other	0	0%

1. For the purposes of this report, top management refers to the combined Level 1 and Level 2 Leadership, as defined by the Parent Group FY2024 data have not been disclosed as the underlying methodology for calculation has changed.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP		2025
Unit of Measurement	n. (headcount)	%
Total employees	2,389	100%
< 30 years	332	14%
30 - 50	1,216	51%
> 50	841	35%





Throughout the year, Haworth Lifestyle maintained its focus on advancing Diversity, Equity, Inclusion, and Belonging (DEIB). Following the toolkit initiative launched in 2024, 2025 was dedicated to tracking its implementation and impact. The customized toolkits — one for members and one for managers — provided practical guidance to identify, analyze, and address biases, supporting the development of a more inclusive and conscious organizational culture.

In addition, Haworth Group organized a virtual training session on DEIB. The four-hour course focused on key areas, including:

- » **Identify Bias** – Recognize and adjust for personal biases
- » **Cultivate Connection** – Engage with those around you to broaden understanding and enhance decision-making

» **Respect and Include** – Fully respect, include, and value colleagues

» **Unlock Potential** – Enable everyone to give their best

As part of its broader inclusion efforts, 2025 also featured initiatives in collaboration with Unobravo. A **webinar on women's empowerment** was held to mark the International Day for the Elimination of Violence against Women on November 25. On the same day, Poltrona Frau gave out small containers with **ribbons** for members, inviting them to take one and wear it as a visible gesture of support and awareness.

CASSINA'S GENDER EQUALITY CERTIFICATION

In 2025, Cassina achieved the **UniPdR 125:2022 Gender Equality Certification**, issued by Bureau Veritas Italia. This recognition reflects the policies and culture the brand has built around diversity and

inclusion, supporting professional growth, reducing gender gaps, and nurturing a workplace where everyone can thrive.

On gender equality, at Group level, a **gender pay gap analysis** is currently underway, in line with the EU Pay Transparency Directive (Directive (EU) 2023/970)²². The work is designed to establish a consistent and auditable methodology, covering comparable roles and pay components, so results can be tracked over

time and used to guide actions. Accordingly, the ESRS S1-16 **remuneration metrics** indicator is not disclosed in this report, to avoid inconsistencies arising from a methodology that may not align with the final legislative framework of the Directive.

²² For example, in Italy, pay transparency requirements introduced under EU Directive 2023/970 will require organizations to disclose remuneration criteria and career progression frameworks, supporting equal treatment and opportunities for women and men.

OCCUPATIONAL HEALTH AND SAFETY

Ensuring a safe working environment is a core priority at Haworth Lifestyle. In 2025 100% of members based in the European Union were covered by the Group's health and safety management system.

The Group monitors potential health and safety risks, keeps members informed and ensures they have the necessary personal safety equipment. 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.

Building on this approach, 95% of members were covered by a health and safety management system in 2025. This contributed to a low level of work-related injuries during the year. In total, 23 injuries involving members were reported, corresponding to an injury frequency rate of 5.23. Work-related incidents resulted in 247 days lost, 3 cases of work-related ill health were reported, but no work-related fatalities occurred.

S1-14 | HEALTH AND SAFETY METRICS

WORK-RELATED INJURIES ^{1,2}		2025
Unit of Measurement		n.
Work-related injuries		23
Fatalities resulting from work-related injuries		0
Number of day lost		247
<i>Rate of work-related injuries^{3,4}</i>		5.23
<i>Rate of fatalities resulting from work-related injuries^{3,4}</i>		0

1. Data on non-employees is not recorded, as these individuals are under the responsibility of their respective employers.
2. For KJ Ryan, only data relating to employees who are covered by the undertaking's health and safety management system is tracked; all other items are not tracked.
3. The working hours of employees were estimated based on 8 working hours per day for number of employees over 230 working days, excluding holidays and public leave from the calculation.
4. The rates correspond to the number of injuries or fatalities per one million hours worked.

WORK-RELATED ILL HEALTH ^{1,2}		2025
Unit of Measurement		n.
Fatalities resulting from work-related ill health		0
Reported cases of work-related ill health		3

1. Data on non-employees is not recorded, as these individuals are under the responsibility of their respective employers.
2. For KJ Ryan, only data relating to employees who are covered by the undertaking's health and safety management system is tracked; all other items are not tracked.

To further support health initiatives that foster member wellbeing, in 2025 **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 on-site cancer screenings at various locations. During the year 188 women across the brands participated in breast cancer screening programs, while the first prostate cancer screening initiative for men involved more than

100 participants from Poltrona Frau, Cassina, Zanotta and Interni. Additionally, 101 members from Cappellini, Cassina, Interni, Poltrona Frau, and Zanotta took part in a flu vaccination campaign.

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



POLTRONA FRAU FOR WORKPLACE SAFETY

In 2025 Poltrona Frau sought to enhance workplace health and safety practices through targeted training and practical improvements. Members received specific training on the safe use of machinery and awareness of risks related to their roles, totaling over 2,500 hours. During the year the Risk Assessment Document was fully updated, resulting in targeted

action plans addressing key risks, including ergonomics and repetitive movements typical of artisanal processes. **Anti-fatigue mats** were introduced to support physically demanding work, while visual and auditory signaling systems were installed in warehouses and areas with forklift traffic to improve safety.

CASSINA'S "ABBASSA L'INDICE ATS" (LOWER THE INCIDENT RATE)

2025 marked Cassina's final year of participation in the "Abbassa l'indice ATS" plan, a five-year initiative (2021–2025) led by ATS Brianza and INAIL Monza. The program selects companies within the Monza/Brianza district and, through self-assessment checklists, technical seminars, and periodic audits, supports them in achieving a reduction in workplace incidents of at least 25%. In 2025, building on the progress of the previous year, Cassina's self-assessment demonstrated significant advancements in its safety management system, with more robust preventive measures and enhanced organizational maturity, confirming Cassina's strong performance among participating companies.

CASSINA MONITORING NEAR MISSES

Cassina systematically monitors **near misses** — potentially harmful events — as a fundamental component of its safety management framework. The company conducts regular Lean meetings, held weekly at the Via Busnelli site and biweekly at the Tre Venezie site, to enhance awareness among supervisors and technical staff and to promote the proactive identification of potential hazards. The near miss management process encompasses hazard identification by any member, structured tracking, comprehensive documentation, action planning, continuous monitoring, and communication with the workforce. This disciplined approach reinforces safety oversight and contributes to minimizing incident risk across the organization.

TALENT ATTRACTION AND RETENTION

Haworth Lifestyle acknowledges that crafting high-end design furniture requires the best talents in the industry. The Group's efforts focus not solely on

member development but also extend into the areas of talent attraction and retention: in 2025, the total turnover rate was 9%, down by one percentage point compared with 2024.

S1-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

TURNOVER		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Total number of leaves ²	105	104	0	209
Turnover rate (%) ³	8%	9%	-	9%

1. Gender as specified by employee themselves.
 2. The employee classified as "other" in 2024 identified with a different gender in 2025; therefore, they are not included among the "other" category for 2025 and are not reported as a leave in the turnover table.
 3. 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. The employee turnover rate is calculated as the aggregate number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service, divided by the total number of employees.

One pivotal initiative that embodies Haworth Lifestyle's commitment to attracting top talent is the **Member Referral Program**. The program allows any member to sponsor candidates who possess the necessary skills for a vacant position within the Group. By rewarding successful referrals, Haworth Lifestyle actively involves its members in talent attraction, reinforcing a culture of shared ownership over the Group's growth.

In 2025, Haworth Lifestyle relaunched its corporate website with a dedicated **"People" section**, designed to showcase the Group's identity, values, and employer brand to prospective candidates. The section also serves as a practical resource for applicants, offering guidance on the hiring process, interview preparation tips, and an overview of the onboarding path and key training opportunities available upon joining the Group. These resources are openly accessible and intended to be useful to anyone. In addition, the website offers an overview of the onboarding path

and key training programs, giving new hires a clear view of the learning opportunities and progression they can expect once they join the Group.

At Haworth Lifestyle, attracting new talent starts with strengthening the link between education and industry, creating meaningful channels for exchange and dialogue. For example, **Poltrona Frau joined Talent Harbour**, a career event by NABA (Nuova Accademia di Belle Arti), putting students and graduates in touch with leaders in the creative and cultural sectors. A key highlight was a talk by 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 while strengthening the bridge between education and professional excellence.

POLTRONA FRAU: EMPOWERING EDUCATION AND CRAFTSMANSHIP

In 2025 Poltrona Frau completed the fourth edition of the **"Adopt a School"** project, launched in 2021 in collaboration with the Altagamma Foundation and the Italian Ministry of Education. The initiative seeks to connect students from technical high schools with manufacturing companies to support the development of new "Talents of Making", young people with the manufacturing, technical, and production skills needed by Italian high-end cultural and creative industries.

To strengthen its presence in the labor market and attract young talent, in 2025 Poltrona Frau participated in several **Career Days** organized by universities, including UNIVPM (Polytechnic University

of Marche), IED (Istituto Europeo di Design), NABA (Nuova Accademia di Belle Arti), and the University of L'Aquila. These initiatives provided opportunities to engage with students and recent graduates, while presenting the company's projects and career development opportunities.

The brand also entered into two **framework agreements** for broad-based collaboration, including research projects, with the University of Ancona (renewal of an existing agreement) and the University of Camerino (new agreement). Through these initiatives, a total of 20 curricular internships were activated, involving students from various Italian universities.

CAREER DAYS BY CASSINA AND CAPPELLINI

As part of the Design Division, Cappellini took part in talent attraction initiatives coordinated by Cassina, who represented the brand at selected **Career Days**. As part of these efforts, a dedicated recruitment

day was organized in collaboration with AFOL Meda, during which interviews with prospective candidates were conducted.



CECCOTTI COLLEZIONI'S SCHOOL-TO-WORK PROGRAM

In 2025, Ceccotti Collezioni supported **school-to-work** pathways through the establishment of three partnerships with educational institutions, including the University of Pisa (Department of Engineering), the Russoli High School in Cascina, and the Fascetti Institute

in Pisa. During the year, one curricular internship was activated in collaboration with the University of Pisa, alongside a total of four extracurricular internships, bringing the total internship offer to five placements across the three partner institutions.

JANUS ET CIE'S APPROACH TO BUILDING A CULTURE OF RECOGNITION

At the end of 2025 JANUS et Cie launched **Awardco** to reinforce a culture of everyday recognition across the organization. The platform enables peer-to-peer and cross-functional appreciation, allowing team members at all levels to recognize contributions in

real time - beyond traditional top-down programs. This initiative reflects the brand's commitment to fostering an inclusive and connected workplace where recognition is an integral part of the way in which teams collaborate.

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

A GROUP-WIDE APPROACH

[SI-1]

Haworth Lifestyle takes a holistic approach to training and development, investing in educational initiatives that support sustainable growth and foster a culture that values each member's potential. Training is delivered through a combination of learning opportunities offered by the Parent Group,

programs developed at Haworth Lifestyle level, and initiatives carried out by individual brands. This approach helps ensure the right mix of technical, soft-skills, compliance, and role-specific training, while balancing shared Group priorities with the specific needs of individual brands and functions.

2025 PROGRESS AND ACTIONS

[SI-4] [SI-13]

Throughout 2025, each member participated in an average of 6.0 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.

In 2025 Haworth Lifestyle launched a **three-year agreement with LinkedIn Learning**, providing all members across the Group with access to self-paced online courses. The platform, introduced in October, allows members to pursue training flexibly, according to their individual schedules and interests. As part of this initiative, a "Learning Advent Calendar" was introduced for the Advent period, featuring a selection

of curated course suggestions designed to encourage engagement with the platform during that time. As of the end of 2025, the initiative was in its early stages of implementation.

The Group also organized its first **AI Training**, a hands-on, in-person training session attended by approximately 30 participants. Led by the Vice President of Global AI Transformation, the workshop provided an introduction to Artificial Intelligence, covering its current applications, practical tools, and strategies to build confidence in using AI platforms. The session combined interactive discussions, practical exercises, and preparatory online learning, laying the foundation for ongoing AI exploration across Haworth Lifestyle.

SI-13 | TRAINING AND SKILLS DEVELOPMENT METRICS

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Average training hours per employee	5.7	6.3	-	6.0
Hours of training provided ²	7,391	6,984	0	14,376
Total number of employees with access to training ³	1,289	1,100	0	2,389

1. Gender as specified by employee themselves.

2. Training hours provided may be underestimated, as training activities for employees in the brands' overseas offices are not always systematically tracked.

3. All employees have access to training opportunities.



ASPIRING LEADER, MANAGEMENT DEVELOPMENT AND EXECUTIVE DEVELOPMENT PROGRAMS

To support leadership growth at different stages within the organization, a set of structured training initiatives is in place, designed to address the specific needs of emerging leaders, managers, and executives.

The **Aspiring Leader Program (ALP)**, launched by Haworth Group and open to all Haworth Lifestyle's brands, is a leadership development initiative dedicated to emerging leaders across the organization. Already established in previous years, the program did not deliver a formal cycle in 2025; however the Group continued with preparatory activities, including the collection of registrations, to ensure readiness for the full program launch in 2026.

Similarly, the **Management Development Program** is an intensive one-week course focused on leadership, decision-making, communication, and cross-cultural collaboration. Bringing together participants from across the organization, it fosters networking and

knowledge exchange among professionals from different brands. In 2025, 16 members took part in the program.

In 2025 the first **Executive Development Program** was launched, engaging C-level executives in a feedback and training process managed by the Center for Creative Leadership, known as the "Benchmark for Executives." The program also included evaluations from their direct report, and involved 12 participants from Haworth Lifestyle, alongside additional participants from Haworth Group.

At **Poltrona Frau** an additional program, "**From Individual Contributor to Supervisor**", was offered to members who had recently taken on managerial roles. The program underscored the importance of effective leadership based on clearly defined and shared models, with a particular emphasis on fostering a strong culture of feedback.

CASSINA'S QUALITY WEEK

In 2025 Cassina held its second **Quality Week**, an internal training initiative designed to deepen members' understanding of key brand characteristics that reflect its internationally recognized manufacturing excellence. While the 2024 edition focused on materials, the 2025 program emphasized processes. The initiative included 15 training sessions covering 5 distinct topics, all led by experienced colleagues, four sessions focused on production

processes and one on product development. With the exception of the product development sessions, training took place directly in production departments, including the newly renovated carpentry workshop, the new painting facility, and the cutting and sewing departments. Open to all members, the program involved approximately 200 participants, fostering knowledge sharing and hands-on learning across the organization.

CAPPELLINI'S SPECIFIC TRAINING AND DEVELOPMENT ACTIVITIES

In 2025 Cappellini implemented targeted training initiatives to strengthen members skills and expertise. Programs included **one-on-one English** courses

for 10 participants, **FSC certification training** for 10 members, and **purchasing and negotiation** training for one member.



JANUS ET CIE'S DISC TRAINING INITIATIVE

In 2025 JANUS et Cie implemented DiSC²³ training for all directors and managers to strengthen leadership effectiveness and team collaboration. This initiative equipped leaders with a **shared framework to**

better understand communication styles, working preferences, and behavioral differences, supporting more empathetic, inclusive, and effective people management.

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.

Haworth Lifestyle conducts mid-year and end-of-year reviews to assess progress. To drive performance and growth, the Group also applies Management By Objectives (MBO) and incentives tied to specific goals.

In 2025 Haworth Lifestyle also focused on **Succession and Internal Talent Management**, conducting a thorough review of succession plans for the CEO and first-line leadership. This work was aimed at defining the organizational structure and implementing effective mechanisms to ensure a pipeline of qualified successors, supporting leadership continuity and long-term stability across the Group.

Each goal must be **SMART**:

- » **S**pecific, well defined, clear and unambiguous;
- » **M**easurable, with specific criteria that quantify the progress toward the accomplishment;
- » **A**chievable, attainable and not impossible to accomplish;
- » **R**ealistic, within reach, feasible and relevant to company purpose;
- » **T**imely, within a clearly defined timeline ideally achievable by the end of the year.

STRENGTHENING OUR SUSTAINABILITY CULTURE

To reinforce sustainability culture, Haworth Lifestyle promotes targeted initiatives to raise awareness and educate members through knowledge-sharing sessions. In 2025, three knowledge-sharing sessions were delivered, involving a total of 64 participants.

23. DiSC training is a behavioral assessment program used to improve teamwork, communication, and productivity by understanding four main personality styles: Dominance, Influence, Steadiness, and Conscientiousness.



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

A GROUP-WIDE APPROACH

[GRI 204-1] [S2-1]

Haworth Lifestyle is committed to upholding integrity, transparency and responsibility across its entire value chain, from raw material sourcing to product distribution. Suppliers provide the 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.

Over the past few years, Haworth Lifestyle has been strengthening its approach to a more controlled supply chain through a step-by-step improvement path. The journey began in 2023 with the definition of the General Terms and Conditions of Purchase, which all new suppliers are required to accept as part of the supplier onboarding process. To reinforce supply chain oversight, in 2024 Haworth Lifestyle rolled out the Supplier Code of Conduct (SCoC), which all new

suppliers are required to formally sign.

In 2025, the approach moved one step further with the roll-out of the Chemical Material Declaration Form and the Conflict Minerals Declaration and with analyses on environmentally impactful categories, such as aluminum, to better understand risks and improvement opportunities along the supply chain. Looking ahead, the goal is to move toward a more formalized supply chain governance model, supported by a structured, collaborative path with suppliers. This approach is intended to help suppliers strengthen their ESG practices over time and align their performance with the standards required by Haworth Group.

Furthermore, **Haworth Lifestyle adopts a strategic approach to supplier selection and management that prioritizes local partnerships.** In 2025, **90%** of the brands' purchases came from local suppliers.

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 price, considering several cost dimensions and thresholds modeled according to the relevant category - including labor, materials, overheads, 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 labor and materials involved. In 2025 the model became fully operational across the brands.

OPTIMIZING LOGISTICS

Outbound logistics at Haworth Lifestyle are centrally managed to ensure consistent service quality 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 Group primarily operates on an ex-works basis, where the client's logistics provider collects products directly from the warehouse. As of 2025,

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.

The Group'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.

To improve logistics efficiency, Haworth Lifestyle collaborates with a selected group of logistics providers to consolidate and transport shipments across all its brands. This approach maximizes cargo space, reduces costs, and streamlines transportation. In 2025 the Group completed a tender process to validate its logistics partner for Italy and Europe. Following a comprehensive evaluation, the outbound logistics partner was confirmed based not only on cost competitiveness, but also on service quality, the use of cutting-edge equipment, and the professionalism of its personnel, ensuring end-to-end standards aligned with the top-range furniture segment.

The Group's centralized warehouse is strategically located to improve distribution routes, and is LEED Platinum-certified.

2025 PROGRESS AND ACTIONS

[S2-4] [G1-2] [G1-6]

In 2025 the average bill-to-payment time across the Group was 59 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 2025, underscoring the Group's commitment to responsible financial management and supplier trust.

G1-6 | PAYMENT PRACTICES

PAYMENT PRACTICES AND LEGAL PROCEEDINGS		2025
Unit of Measurement		n.
Average time to pay an invoice		59
Legal proceedings currently outstanding for late payments		0

CAPPELLINI'S SUPPLIER MATRIX

Building on initiatives launched in previous years, Cappellini continued to enhance the use and configuration of its Supplier Matrix. The tool was designed as a reference resource for any member seeking a supplier for a specific process, particularly within the Research & Development and Technical departments. In parallel, the intention is to develop a separate archive of suppliers that are no longer actively used, in order to retain visibility over their areas of expertise and preserve potentially relevant knowledge. The mapping goes beyond traditional metrics such as revenue, providing detailed information on the processes and capabilities that each supplier can perform in-house. It also includes

the **supplier rating**, which was further expanded in 2025 with additional parameters related to chemicals and self-certifications. Sustainability factors, such as certifications (e.g., FSC for wood), are also considered, awarding a "favorability point" to suppliers that meet specific criteria. The initial list covers **176 suppliers**, with data on company information, compliance with the Supplier Code of Conduct, chemical declarations, conflict declarations, and the 2025 vendor rating for all suppliers. Detailed information on specific processes performed by suppliers is currently available for **66 out of 176 suppliers (38%)**, highlighting areas for further data collection and enhanced visibility.

CASSINA AND STREAMLINING LOGISTICS

Over the years the brand has implemented strategies to optimize inbound and outbound logistics, including direct shipments from suppliers to subcontractors, defining efficient transport routes, eliminating empty runs, and adopting '**Delivered At Place**' delivery systems.

In 2025 Cassina achieved a significant milestone with the first full year of operation of its internal painting facility, eliminating transportation to external suppliers and strengthening production autonomy. As part of the same Group-wide efficiency

initiative, the same year also marked the relocation of selected Zanotta production equipment as part of the "**One Operations**" program. Scheduled to run through 2027, the initiative aims to improve operational efficiency by simplifying and combining similar processes, eliminating overlaps, and reallocating team members' skills to align with the streamlined workflow. These measures are intended to shorten lead times, safeguard the Group's expertise, and foster more efficient and effective operations across Haworth Lifestyle's brands.



Carpentry workshop, Willow chair by Charles Rennie Mackintosh – Cassina iMaestri Collection, ph. Stefano De Monte

WORKERS IN THE VALUE CHAIN

A GROUP-WIDE APPROACH

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

As a United Nations Global Compact signatory, Haworth Group and its affiliates adhere to the Ten Principles on human rights, labor, the environment and anti-corruption. The key principles of Supplier Code of Conduct (SCoC) include respect for human rights, compliance with labor standards, environmental protection and anti-corruption measures.

The SCoC provides a guiding framework for all partners, ensuring alignment with the Parent Group's core values across operations and supply chains. 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. If a supplier does not fully meet the requirements of the SCoC, a structured remediation process is applied, allowing for corrective actions within a reasonable and mutually agreed timeframe. Continued noncompliance or failure to implement corrective measures may result in termination of the business relationship at the sole discretion of the brands. In some cases, suppliers may provide their own Supplier Code instead of signing Haworth's. In such instances, a comparative review is conducted

to ensure that the supplier's standards meet or exceed the minimum requirements outlined in the SCoC. As a result, the number of suppliers formally signing the Code remains relatively limited, given that many operate under their own codes once assessed as equivalent. While each brand maintains its own supplier network, a rationalization strategy is applied across Haworth Lifestyle. Suppliers already registered and compliant with the Code for another brand are given preferential consideration whenever possible, promoting consistency, efficiency, and alignment with Group standards.

Upholding 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.

2025 PROGRESS AND ACTIONS

[S2-4]

In 2025, suppliers representing 90% of direct spend across Haworth Lifestyle's manufacturing brands signed the SCoC, which includes human rights principles, reflecting continued progress in supplier

engagement. The same figure stood at 72% for indirect spend. At this stage, the engagement process covered suppliers of the manufacturing brands only, as they were thought to pose a higher risk²⁴.

24. As non-manufacturing companies, Interni and Luminaire 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

Haworth Lifestyle 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. 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 solutions, adopting a personalized approach that best suits each client's segment. Insights gained from client engagement are leveraged by brands to shape tailored offerings. This approach enhances customer satisfaction and supports long-term client relationships.

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

This approach, adopted by Cassina over several years, was formally codified in 2024 through the development of the Retail Experience Guide, a strategic document designed to ensure standardized customer interaction practices across all retail locations, which was rolled out in 2025. **The brand also operates a Mystery Shopping program** in which external consultants, disguised as customers, visit the brand's directly managed stores to evaluate "first-hand" the sales experience by analyzing strengths and potential areas for improvement. The evaluation

assesses how brand standards are applied in practice, including adherence to image guidelines for both the store and members, as well as their "selling in style" approach and the overall perception of the service offered.

In **2025 Haworth Lifestyle enhanced the management of digital customer touchpoints — such as newsletter sign-ups, contact forms, information requests, and appointment bookings — by structuring both organizational processes and technological enablers to ensure that leads are effectively captured and pursued.** A clear internal workflow was defined, including the identification of responsible roles, rules for lead assignment, and structured follow-up actions aligned with the nature of each request. Digital requests were streamlined through system integration, linking websites and IT tools with the CRM to enable a single, traceable flow, automatically routed to the relevant stakeholders, including stores. This ongoing effort aims to reduce data fragmentation, improve understanding of the customer journey, and enhance coordination between marketing and commercial teams, ultimately increasing lead conversion, improving store visibility on potential clients, and strengthening the omnichannel customer experience. The new sales process became significantly more efficient. Average lead assignment time dropped from 1.3 days to 10 hours, and time to first customer contact decreased from 9 days to 2 days. Store visits increased thirteenfold, resulting in a thirty-twofold increase in orders and a thirty-threefold increase in order value. Average order value also increased by 2.7%.



2025 PROGRESS AND ACTIONS

Throughout 2025, brands carried out projects and initiatives to further enhance their distinctive approaches.

CASSINA TRAINING PROGRAM

In 2025 Cassina launched a dedicated training initiative for store managers designed to support the shift toward a customer-centric service model. The program combines micro-learning modules and coaching activities to facilitate the effective adoption of new service practices.

Additionally, each store identified **Cassina Retail Ambassadors**, who receive more intensive training and serve as internal reference points, following a **train-the-trainer** approach to support customer experiences across the network.

MYSTERY SHOPPING EXTENSION

In 2025 Cassina further strengthened the program, making evaluations more rigorous to further raise service standards. The initiative was also extended beyond Cassina's directly managed stores to

include a **selection of wholesale partners**, ensuring consistency in the brand experience across different retail channels.

POLTRONA FRAU CLIENT PREVIEW

In February 2025, ahead of Salone del Mobile, **Poltrona Frau hosted a dedicated Client Preview** for selected Italian B2B customers and media representatives. Held in-store, the event brought together top clients

and key contacts in an exclusive and well-curated setting, offering participants the opportunity to place advance orders and benefit from earlier product delivery compared to traditional sales channels.

JANUS ET CIE'S BIWEEKLY AND VERTICAL CAMPAIGNS

To strengthen brand awareness and drive product specification, in 2025 JANUS et Cie deployed **biweekly corporate campaigns targeted at residential designers and planners**. The brand also launched dedicated

vertical market campaigns highlighting product applications for specifiers working on specific project types, including multi-residential housing, rooftops, public spaces, hotels, and education campuses.

LUMINAIRE CUSTOMER JOURNEY AND ENGAGEMENT

Luminaire implements a **holistic customer journey** approach that prioritizes meaningful experiences and interactions within its stores, seamlessly connecting physical and digital touchpoints. Clients can engage directly with the Luminaire team through virtual meetings or in-person visits, while events, talks,

and informal conversations in-store solidify these relationships. Complementing these interactions, digital channels, such as live website chats and one-to-one communications, ensure continuous engagement.

LUXURY LIVING GROUP'S EXPERIENCES

In 2025 Luxury Living Group launched a structured initiative to **enhance customer engagement through an immersive, brand-led approach**. Aimed at authorized retailers as well as architects and interior designers, the program delivered **four dedicated experiences in Italy across the year**. Each experience was conceived as a seamless, end-to-end journey, combining experiential dinners, visits to manufacturing

facilities and stores, in-house activities, and curated stops in Milan and at selected ateliers.

While initially focused on the Italian market, the initiative reflects a broader commitment to 360-degree customer engagement, with the ambition of progressively expanding the format to international locations, thereby extending its reach and impact.



INTERNI'S ENGAGEMENT SURVEY

By acting as a bridge between customers and brands, Interni plays a crucial role in facilitating seamless interaction. The structured feedback-collection process through engagement surveys forms part of this activity, as a way of assessing customer satisfaction across various aspects of client service. As of 2025, **two digital customer satisfaction surveys** are in place.

The first is a **post-visit survey**, which assesses satisfaction in terms of the welcome provided by the

sales team, the store environment, and overall service quality. In 2025 this survey recorded an **average score of 4.7** out of 5.

The second survey is conducted **post-delivery**, and evaluates the entire customer journey, including initial reception, sales support, commercial terms, design services, and logistics activities such as transport and installation. In 2025 the average score recorded for this survey was **4.6** out of 5.

CLIENT DATA PRIVACY AND SECURITY

Haworth Lifestyle is committed to upholding international data protection standards across 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 Group Data Protection Policy and the Data Breach Policy are subject to ongoing oversight and periodic review to ensure that privacy documentation and procedures remain aligned with evolving regulatory requirements²⁵.

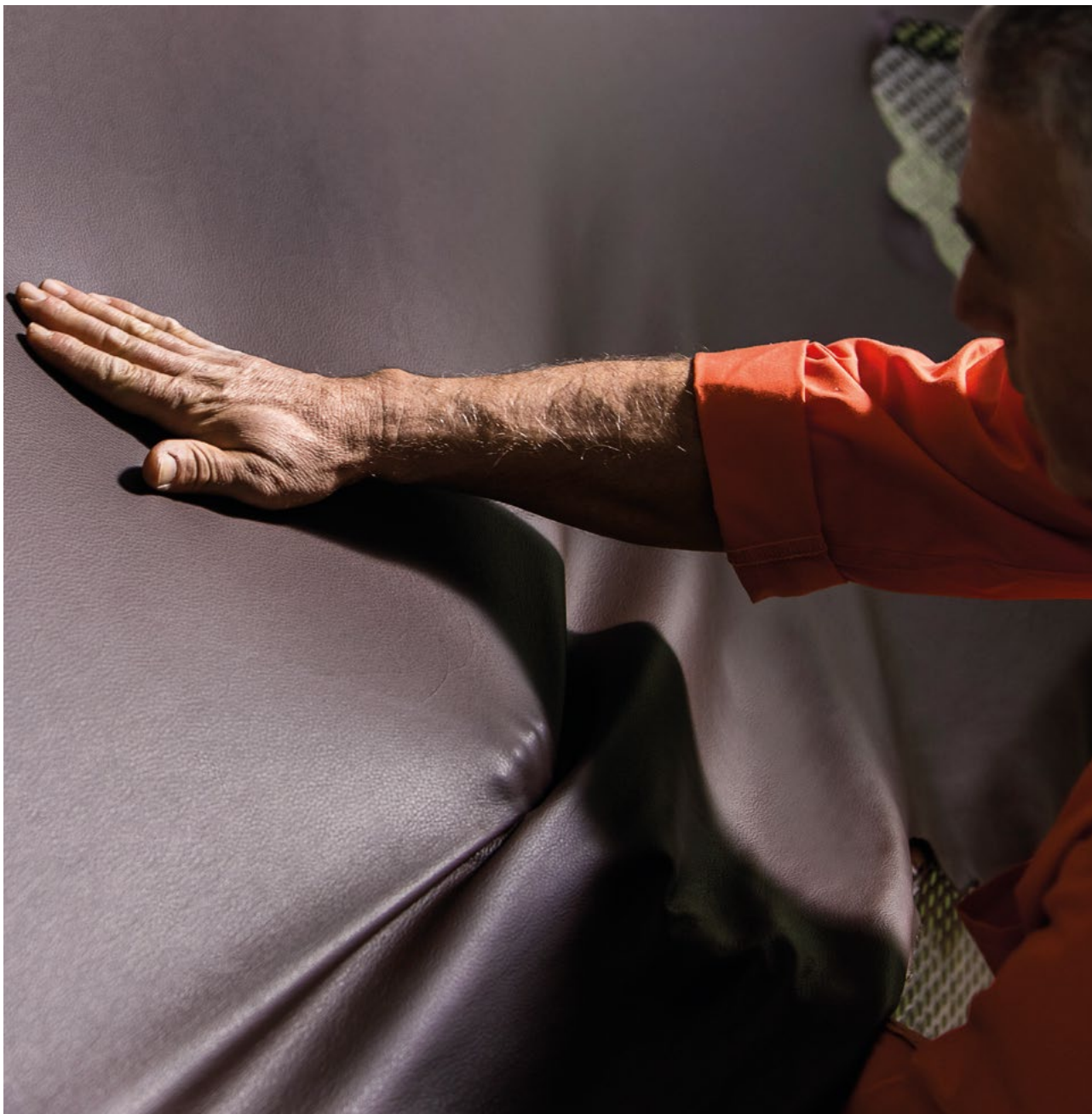
All brands are supported by an external advisor on privacy compliance. The Master Data Protection Policy includes details of the role of the Data Protection Officer (DPO), appointed on a voluntary basis by brands. Cappellini, Cassina, Club House, and Poltrona Frau have an external Data Protection Officer (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).

Although Luminaire operates outside the European Union, its activities, such as e-commerce, entail the processing of customer data that falls within the scope of GDPR. For this reason, its data management practices are aligned with the Group's broader data protection approach. 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. In 2025, five situations involving potential data exposure were identified. None resulted in an actual data breach, and all were promptly addressed.

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



TISAX LABEL FOR POLTRONA FRAU IN MOTION

In 2024 Poltrona Frau In Motion obtained the **TISAX** (Trusted Information Security Assessment Exchange) certification, a recognized **standard for assessing and sharing information security practices within the**

automotive industry. In response to client requests, the system was further rolled out in 2025, improving the control and traceability of digital information.

PRODUCT QUALITY AND SAFETY







A GROUP-WIDE APPROACH

Guided by its core principles of customer centricity, Haworth Lifestyle ensures, from the earliest stages of product development, that thorough assessments are conducted on 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, including Cappellini, Cassina, Poltrona Frau, Poltrona Frau In Motion and Zanotta all of which hold ISO 9001 certifications.

Shifting the focus from process to product, the Group complies with 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 Manufacturers 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	<p>ISO 9001:2015</p> 	<p>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.</p>
PRODUCT	<p>GREENGUARD</p> 	<p>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.</p>
	<p>ANSI/BIFMA</p> 	<p>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 for mitigating potential problems arising from the use of the products.</p>
	<p>BRITISH STANDARD 5852</p> 	<p>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.</p>
	<p>CALIFORNIA TB 117:2013</p> 	<p>California TB 117-2013 is a regulation that specifies 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.</p>
	<p>ITALIAN CLASS IIM APPROVAL</p> 	<p>Italian Class IIM approval verifies that a material has been tested for high fire resistance. It confirms that the product is low-flammability and helps limit the spread of flames, enhancing safety in the event of a fire. This certification is critical and often mandatory for hospitality facilities hosting multiple guests, including hotels, bed & breakfasts (particularly those with more than 6–8 beds), hostels, tourist residences, and agritourisms properties..</p>

Regarding **product claims**, the Group follows a **structured management approach** designed to enhance product quality and drive continuous improvement.

At Ceccotti Collezioni, for instance, the product claim process begins with the collection of evidence, including photographs and a detailed description of the issue, which is then recorded in the system. The case is subsequently reviewed in collaboration with the production team to determine acceptance or rejection of the claim. If accepted, the process proceeds with production to implement corrective actions. All claims are fully tracked, and meetings are held every 3–4 months with production teams, supported by slides and photographic analyses, to identify trends and prevent recurring issues. Additionally, a **new FAQ section** dedicated to product care is under development for the website, aiming to reduce claims on delicate products through user education.

LESS POLLUTION

To mitigate pollution-related impacts across its operations and value chain, Haworth Lifestyle adopts a structured approach focused on prevention, mitigation, and remediation while ensuring full compliance with international and regional regulations.

Within its own operations, several Group sites have implemented certified environmental management systems, including ISO 14001, which ensures a systematic approach to preventing and controlling pollution of air, water, and soil (*for further details, please refer to the section Waste Management*).

Haworth Lifestyle also enforces a **Restricted Substances List (RSL)**, shared across all brands,

covering over 5,000 chemicals. This approach goes beyond the REACH framework alone, taking into account additional international regulations and market-specific requirements, including California's Proposition 65, TSCA Title IV, and other applicable regulations governing hazardous substances. The Group is dedicated to reducing and replacing substances of concern, while progressively phasing out substances of very high concern, especially for non-essential applications and user-facing products. The continuous search for safer materials drives the exploration of less impactful alternatives as they become commercially viable.

Across the value chain, the Group has undertaken a phased engagement program with its suppliers. In 2024, all brands conducted a screening to verify the potential presence of PFAS (Per- and Polyfluoroalkyl Substances), often referred to as "forever chemicals", which have been linked to water and soil contamination, posing risks to both environmental and human health. **This screening has now been completed: where PFAS were identified, suppliers were engaged to phase out the substance within the year.** In 2025, the scope of supplier engagement expanded on two fronts: a compliance-focused screening to confirm suppliers' alignment with key chemical regulations, **and a supply chain knowledge initiative** through which Haworth Lifestyle leverages its supplier network to raise awareness on chemical management topics and to assess potential areas for improvement.

Supplier engagement is part of the broader Supplier Code of Conduct framework, which sets out a range of requirements for suppliers, including minimizing pollution and implementing emergency planning and pollution prevention measures, such as noise management.



2025 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 Poltrona Frau In Motion obtained the China Certification Center for Automotive Products (CCAP), a certification body for automotive products and quality management systems in China, for some of its products. This follows the adoption, in 2018, of the international standard IATF 16949, the international quality management standard for automotive production and service part organizations, using detailed PFMEA (Process Failure Mode and Effects

Analysis) to ensure that safety-critical components, such as those with airbags, are manufactured to the highest standards. In addition, Poltrona Frau In Motion is certified according to ISO 14001 environmental management standards and ISO 45001, the international standard for occupational health and safety management systems.

Throughout 2025, Haworth Lifestyle's brands implemented initiatives to enhance production processes, ensuring more effective oversight and a faster response to quality and product safety issues.

POLTRONA FRAU IN MOTION'S DATA MANAGEMENT TOOLS

Poltrona Frau In Motion relies on the **International Material Data System (IMDS)**, the global standard for managing material data in the automotive industry. This centralized database enables all suppliers in the supply chain to upload detailed information on the chemical composition of each component. IMDS supports regulatory compliance for automakers and their suppliers, while also allowing verification of recycled or bio-based material content. By consolidating component data, IMDS streamlines technical and environmental approval processes, ensuring that all materials meet customer standards.

The Business Unit has also implemented a customized software system using AI-based document recognition to automate material registration and compliance verification. This system improves supply chain communication, enhances data accuracy, and optimizes information management, strengthening operational efficiency and compliance across the organization.

POLTRONA FRAU IN MOTION'S STRENGTHENING OF PRODUCT QUALITY CONTROLS

In 2025 Poltrona Frau In Motion undertook several initiatives to enhance product quality control and component traceability. Among these, a camera-based vision system was developed and prototyped along the production line, enabling **automatic**

inspection as components pass through. Integrated with a PC, the system performs real-time verification of key product characteristics, such as color and other specifications.

CASSINA: TECHNICAL SPECIFICATIONS AND PHOTOGRAPHIC DOCUMENTATION

In 2025 Cassina undertook initiatives aimed at enhancing product quality and supplier guidance. Work on **technical specifications** focused on defining clear supply standards for various materials, including marble and aesthetic metal structures, with plans to extend this to fabrics. This effort serves a dual purpose: providing suppliers with precise quality expectations based on Cassina's internal standards, and formalizing the brand's material expertise to support both customer service and the commercial

network. **End-of-line photographic documentation** was also implemented to collect and analyze evidence related to product damage claims. This process enables verification of whether damage occurs during production or in subsequent phases, such as logistics or at the client site. The expanded photographic database has improved root-cause analysis and facilitated the implementation of targeted corrective actions, further strengthening Cassina's commitment to product excellence.

CECCOTTI COLLEZIONI'S RECYCLING OF ACETONE

Ceccotti Collezioni assessed the implementation of a **solvent recycling system for acetone**, aimed at reducing total disposal by reusing the solvent for cleaning paint spray guns instead of using pure acetone. The technical feasibility on pure acetone has been assessed, while discussions with the

RSPP (prevention and protection service manager) continued throughout the year to determine the appropriate installation method and location. The initiative will be completed with the installation of the system in 2026.



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.





GOVERNANCE: LEADING WITH INTEGRITY

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.

BUSINESS ETHICS AND HUMAN RIGHTS

[G1-1]

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

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 the Parent Group, promoting a consistent approach to corporate integrity across all operations. The Parent Group 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 Group, 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, members, contractors, consultants, and any third parties acting on behalf of Haworth Lifestyle.

2025 PROGRESS AND ACTIONS

[S1-3] [G1-3]

WHISTLEBLOWING PROCEDURE

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

Since 2024, the Italian perimeter entities — Cappellini, Cassina, Ceccotti Collezioni, Interni, Luxury Living Group, Poltrona Frau and Zanotta — have complied with the EU Directive on Whistleblowing (2019/1937) through the implementation of whistleblowing programs and the appointment of Whistleblowing Committees. The Committees include representatives from Legal, HR, and Internal Audit, and, where applicable, the Chair/President of the Supervisory Body. Committees convene on an as-needed basis in response to reported cases. JANUS et Cie operates a local whistleblowing system tailored to its applicable requirements. Reports are handled by HR, or directly by the CEO when the report concerns HR. **Poltrona Frau, Cappellini, Cassina, Zanotta and Interni** have implemented the Italian Legislative Decree 231/2001 compliance model (Modello 231), which requires the establishment of a Supervisory Body (Organismo di Vigilanza - OdV) to oversee compliance with the decree.

In 2025 seven reports were submitted through these channels. The cases were thoroughly reviewed and subsequently closed: three reports were dismissed as unsubstantiated, while the others required minor

corrective actions, promptly implemented by management.

Luminaire operates under an established “Open Door Policy”, encouraging members to promptly address concerns with their supervisor. If unresolved, they can bring up the issue with Human Resources. All concerns are confidential, and members do not face discrimination for reporting in good faith. The Complaint Procedure in the Equal Employment Opportunity (EEO) and Anti-Harassment policies are also applicable.

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

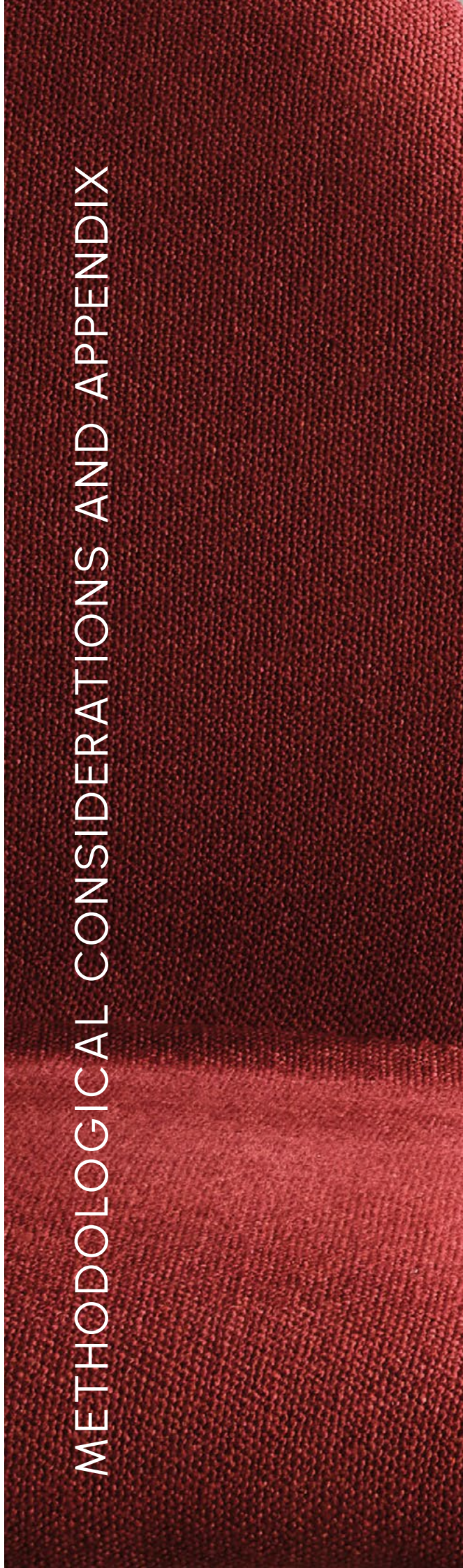
ANTI-CORRUPTION COMMITMENT

Haworth Lifestyle, in line with the Parent Group, adheres to the anti-corruption principles outlined in the United Nations Convention against Corruption, and maintains a zero-tolerance approach to bribery. This commitment is reflected in the Group's Code of Ethics, which sets clear expectations for ethical behavior and compliance with applicable anti-bribery law. 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, major suppliers must align with the Supplier Code of Conduct, requiring compliance with anti-bribery laws and ethical business practices.





METHODOLOGICAL CONSIDERATIONS AND APPENDIX



METHODOLOGICAL NOTE

[BP-1] [BP-2]

Haworth Lifestyle's 2025 Sustainability Report has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG).

The reporting period covers the **2025 financial year**, from January 1, 2025 to December 31, 2025. This document marks Haworth Lifestyle's second year of sustainability reporting under the ESRS. Where available, data from fiscal year 2024 is provided. Unless explicitly stated, 2024 figures are presented as originally reported. Where significant reporting errors or methodological changes were identified with respect to the previous year, these have been disclosed in the relevant tables.

The reporting scope comprises **Haworth Italy Holding S.r.l.** - encompassing the Cappellini, Cassina, Ceccotti Collezioni, Interni, Karakter, Luxury Living Group, Poltrona Frau, Poltrona Frau In Motion, Zanotta brands - plus JANUS et Cie and Luminaire, and their subsidiary companies (together, the "Group"). This perimeter differs from the one used for consolidated financial reporting, which covers Haworth Italy Holding and excludes JANUS et Cie and Luminaire. **This choice reflects the nature of the activities covered and the decision to align sustainability reporting with Haworth Lifestyle scope.** With reference to the entities included in the sustainability reporting perimeter, Cassina consolidates Karakter; Interni consolidates Vivente; and Poltrona Frau In Motion consolidates KJ Ryan. Where this is not the case, it is explicitly stated in the relevant tables.

Regarding internal control over sustainability reporting, the CSR team oversees the ESG reporting process, which is then approved by the Chief Executive Officer.

Consistently with the previous year, the Group has voluntarily adopted **ESRS standards**. These standards are the reference framework used by European undertakings to prepare sustainability statements and are designed to improve comparability, traceability, and consistency of reported sustainability information across entities and over time. Where useful

for performance measurement, selected indicators aligned with the previously applied **GRI framework**, along with other **entity-specific information**, are included as supplementary information. These indicators do not replace ESRS disclosure requirements and are presented to enhance continuity and interpretability of performance over time.

Every data point included in the Report has been identified as material according to the **Double Materiality Assessment (DMA)**, which was updated and underwent a desk-based review over the course of 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.

Quantitative metrics are primarily based on source data extracted from internal systems and operational records. For all stock (non-flow) metrics, figures represent a snapshot as of December 31, unless a different reference date is explicitly stated under the relevant indicator. When estimates, proxies, or secondary sources are used, the methodology, key assumptions, limitations, and main sources of uncertainty are disclosed in the *Appendix* to support traceability. When not all brands are included in the reported information, this is expressly stated in the *Appendix* section. In tables using color shading, values are cumulative. Each darker shade includes the values shown in the lighter shade above and provides a further breakdown of that total. The lighter shaded rows or cells therefore constitute an "of which" detail of the preceding value.

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 146.



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	144
BP-2	Disclosures in relation to specific circumstances	144
GOV-1	The role of the administrative, supervisory and management bodies	22, 166
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	64
GOV-5	Risk management and internal controls over sustainability reporting	64
SBM-1	Strategy, business model and value chain	18, 20, 62
SBM-2	Interests and views of stakeholders	66,106
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	54
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	54
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	146
ESRS E1	Climate Change	
E1-1	Transition plan for climate change mitigation	76
E1-2	Policies related to climate change mitigation and adaptation	76
E1-3	Actions and resources in relation to climate change policies	76, 78
E1-4	Targets related to climate change mitigation and adaptation	76
E1-5	Energy consumption and mix	80, 150
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	82, 152
ESRS E5	Circular Economy	
E5-1	Policies related to resource use and circular economy	84
E5-2	Actions and resources related to resource use and circular economy	84, 93, 96
E5-3	Targets related to resource use and circular economy	96
E5-5	Resource outflows	85, 153
ESRS S1	Own Workforce	
S1-1	Policies related to own workforce	100, 116

Code	DISCLOSURE REQUIREMENTS	Page
S1-2	Processes for engaging with own workers and workers' representatives about impacts	106
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	141
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own	101, 116
S1-6	Characteristics of the undertaking's members	102, 113, 154, 156, 157
S1-7	Characteristics of non-member workers in the undertaking's own workforce	103, 156, 157
S1-8	Collective bargaining coverage and social dialogue	103, 158, 159
S1-9	Diversity metrics	108, 160
S1-10	Adequate wages	103
S1-13	Training and skills development metrics	117, 162, 163
S1-14	Health and safety metrics	111, 164
S1-15	Work-life balance metrics	104, 167
ESRS S2	Workers in the Value Chain	
S2-1	Policies related to value chain workers	122, 125
S2-2	Processes for engaging with value chain workers about impacts	125
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	125
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	123, 125
ESRS G1	Business Conduct	
G1-1	Corporate culture and Business conduct policies and corporate culture	140
G1-2	Management of relationships with suppliers	123
G1-3	Prevention and detection of corruption and bribery	141
G1-6	Payment practices	123, 167



1 Fauteuil dossier basculant, 60, by Le Corbusier, Pierre Jeanneret and Charlotte Perriand – Cassina iMaestri Collection, ph. Francesco Dolfo

GRI CONTENT INDEX

Haworth Lifestyle has reported the information cited in this GRI content index for the period from January 1, 2025 to December 31, 2025, 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	122

APPENDIX

EI-5 | ENERGY CONSUMPTION AND MIX

ENERGY CONSUMPTION		2025	2024	Δ
	Unit of Measurement			%
Total energy consumption	MWh	33,597	30,659	10%
of which consumption from fossil fuel	MWh	17,096	21,529	-21%
Coal and coal products	MWh	-	-	-
Diesel for company fleet	MWh	3,532	2,903	+22%
Gasoline for company fleet	MWh	812	761	+7%
Natural gas	MWh	12,751	11,017	+16%
Other fossil sources	MWh	-	-	-
Purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	2	6,848	-100%
of which consumption from nuclear sources	MWh	-	-	-
of which consumption from renewable sources	MWh	16,501	9,130	81%
Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources	MWh	-	-	-
Purchased or acquired electricity, heat, steam, and cooling from renewable sources ¹	MWh	14,890	7,763	+92%
Self-generated non-fuel renewable energy	MWh	1,611	1,367	+18%

SHARE OF ENERGY CONSUMPTION BY SOURCE ¹		2025	2024	Δ
	Unit of Measurement			%
Percentage of fossil sources in total energy consumption	%	51%	70%	-28%
Percentage of consumption from nuclear sources in total energy consumption	%	0%	0%	0%
Percentage of renewable sources in total energy consumption	%	49%	30%	65%

1. In line with the Parent Group, Haworth Lifestyle determines its renewable electricity share using the market-based approach: renewable electricity is procured through market instruments such as Guarantees of Origin (GOs) and Energy Attribute Certificates (EACs).



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

SCOPE 1&2 EMISSIONS	2025	2024	Δ
Unit of Measurement	tons CO _{2eq}	tons CO _{2eq}	%
Total Scope 1&2 emissions market based	3,548	5,588	-37%
Scope 1	3,547	2,993	19%
Scope 2	1	2,595	-100%
Total Scope 1&2 emissions location based	7,522	7,422	1%
Scope 1	3,547	2,993	19%
Scope 2	3,975	4,429	-10%

E5-5 | RESOURCE OUTFLOWS

WASTE GENERATED	2025		2024		Δ
Unit of Measurement	kg	%	kg	%	%
Total waste generated^{1,2,3}	2,372,423	100%	1,891,106	100%	+25%
Total waste diverted from disposal	2,308,774	97%	1,842,159	97%	+25%
of which hazardous	21,626	1%	22,239	1%	-3%
(i) prepared for reuse	17,512		19,198		-9%
(ii) recycled	2,865		2,743		+4%
(iii) other recovery operations	1,249		298		+319%
(iv) incineration with energy recovery	0		0		-
of which non-hazardous	2,287,148	99%	1,819,920	99%	+26%
(i) prepared for reuse	671,018		576,105		+16%
(ii) recycled	1,040,988		822,655		+27%
(iii) other recovery operations	94,940		0		-
(iv) incineration with energy recovery	480,202		421,160		+14%
Total waste directed to disposal	63,649	3%	48,947	3%	+30%
of which hazardous	14,129	22%	10,697	22%	+32%
(i) incineration	1,433		0		-
(ii) landfill	4,424		1,840		+140%
(iii) other disposal operations	8,272		8,857		-7%
of which non-hazardous	49,520	78%	38,250	78%	+29%
(i) incineration	0		0		-
(ii) landfill	7,910		0		-
(iii) other disposal operations	41,610		38,250		+9%
Specific breakdowns of total waste					
Total waste non recycled ⁴	1,328,570	56%	1,065,708	56%	+25%
Total waste to energy ⁵	480,202	20%	421,160	22%	+14%

- JANUS et Cie and Luminaire do not currently monitor resource outflows. For FY2024, system-level data was not available for Ceccotti, Interni, JANUS et Cie, and Luminaire. In FY2025, Ceccotti and Interni began collecting and reporting these data, while JANUS et Cie and Luminaire are preparing to enable data collection going forward.
- For Zanotta perimeter for the FY2024, 37,350 kg have been reclassified under non hazardous waste-to-energy. As a result of this reclassification, FY2024 figures differ from those disclosed in the previous Sustainability Report.
- The increase recorded between 2024 and 2025 was largely driven by Poltrona Frau and Poltrona Frau in Motion, which together reported a 42% increase in total waste generated. This variation is mainly attributable to changes in reporting scope and extraordinary waste management activities. In 2025, urban waste previously managed through external consortia was included in the data. In 2024, approximately 170,000 kg of this waste had not been accounted for, as it was not directly managed by the brands; this explains around 31% of the overall increase. A further 7% of the variation is linked to extraordinary activities carried out during the year, including warehouse clear-out operations, the disposal of components accumulated over previous years, and renovation works, which together generated approximately 40,000 kg of additional waste. The remaining 5% is attributable to variations in waste generation related to production activities. In addition, for Poltrona Frau in Motion, the Montegrano site, which was not included in 2024, was incorporated into the reporting perimeter in 2025 following a reassessment of the scope.
- The total amount of non-recycled waste includes both waste directed to disposal and waste managed through other routes, such as preparation for reuse or recovery operations (including energy recovery). In 2025, 5% of non-recycled waste was directed to disposal (e.g., landfill, incineration without energy recovery, or other disposal operations), while the remaining non-recycled waste was handled through recovery or reuse pathways. In 2024, 25% of non-recycled waste was directed to disposal (e.g., landfill, incineration without energy recovery, or other disposal operations).
- If the item "Total waste to energy" is not found in the 2024 Report, it is because this level of detail was not previously disclosed. This category has been introduced this year to provide greater visibility on this specific breakdown of waste treatment.

SI-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

EMPLOYEES BY COUNTRY	2025		2024		Δ
Unit of Measurement	n. (headcount)	%	n. (headcount)	%	%
Total employees¹	2,389	100%	2,212	100%	+8%
Italy	1,682	70.41%	1,630	73.69%	+3%
USA	396	16.58%	416	18.81%	-5%
United Kingdom ²	161	6.74%	25	1.13%	+544%
United Arab Emirates ³	51	2.13%	37	1.67%	+38%
France	32	1.34%	31	1.40%	+3%
China	24	1.00%	24	1.08%	0%
Singapore	16	0.67%	18	0.81%	-11%
India	9	0.38%	10	0.45%	-10%
Mexico	6	0.25%	7	0.32%	-14%
Spain	5	0.21%	4	0.18%	+25%
Denmark	3	0.13%	6	0.27%	-50%
Philippines	2	0.08%	2	0.09%	0%
Indonesia	1	0.04%	1	0.05%	0%
South Korea	1	0.04%	1	0.05%	0%

1. Luminaire's data of 2024 includes 37 employees hired as of December 31, that operationally entered the Group on 1st January 2025.

2. In 2024, UK totals did not include KJ Ryan, as the brand was acquired during the year. Starting from 2025, KJ Ryan data are included within Poltrona Frau In Motion's scope. As a result, the +544% increase in UK totals between 2024 and 2025 is largely explained by a +512% increase related to the inclusion of KJ Ryan data.

3. In the UAE, the +38% increase from 2024 to 2025 is mainly driven by a change in scope: starting in 2025, Vivente is included within Interni's reporting perimeter.



SI-6 | CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES

EMPLOYEES BY GENDER AND TYPE OF CONTRACT		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Number of employees	1,289	1,100	0	2,389
Number of permanent employees	1,233	1,035	0	2,268
Number of temporary employees ²	56	65	0	121
Number of non-guaranteed hours employees	0	0	0	0

1. Gender as specified by employee themselves.

2. Temporary employees are individuals hired on a fixed-term employment contract (short- or long-term), including seasonal workers, interns, and contractors employed directly by Haworth Lifestyle or its brands.

TURNOVER		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Total number of leaves ²	105	104	0	209
Turnover rate (%) ³	8%	9%	-	9%

1. Gender as specified by employee themselves.

2. The employee classified as "other" in 2024 identified with a different gender in 2025; therefore, they are not included among the "other" category for 2025 and are not reported as a leave in the turnover table.

3. 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. The employee turnover rate is calculated as the aggregate number of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service, divided by the total number of employees.

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

NON-EMPLOYEES		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Total non-employees^{2,3,4}	109	39	0	148

1. Gender as specified by employee themselves.

2. Non-employees are individuals who are not directly employed by Haworth Lifestyle but who perform activities for the company under service or subcontracting agreements. This category typically includes external professionals and personnel providing outsourced services (e.g., catering or body rental) and excludes interns.

3. The 2024 figures by gender (male and female) have been restated to reflect the entire Group perimeter, rather than the Italian perimeter only.

4. The increase of 95% from 2024 to 2025 was mainly due to the higher use of agency workers at Poltrona Frau (+66%) and Poltrona Frau in Motion (+42%), driven by increased operational demand. Also JANUS et Cie contributed (+14%); in its case the increase is mainly attributable to the hiring of temporary warehouse associates. This measure was adopted to ensure operational continuity following the resignation or leave of absence of several full-time employees, as temporary staff represent the most effective way to cover warehouse shifts for these roles.

2024				Δ			
n. (headcount)				%			
Male	Female	Other	Total	Male	Female	Other	Total
1,204	1,007	1	2,212	+7%	+9%	-100%	+8%
1,124	927	1	2,052	+10%	+12%	-100%	+11%
80	80	0	160	-30%	-19%	-	-24%
0	0	0	0	-	-	-	-

2024				Δ			
n. (headcount)				%			
Male	Female	Other	Total	Male	Female	Other	Total
91	120	0	211	+15%	-13%	-	-1%
8%	12%	0%	10%				

2024				Δ			
n. (headcount)				%			
Male	Female	Other	Total	Male	Female	Other	Total
41	35	0	76	+166%	+11%	-	+95%

SI-8 | COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS ^{1,2}		2025	
Unit of Measurement	n. covered employees (headcount)	n. total employees (headcount)	coverage rate %
Total employees	1,910	2,389	80%
Italy	1,682	1,682	100%
USA	36	396	9%
United Kingdom	149	161	93%
France	22	32	69%
United Arab Emirates	0	51	0%
China	8	24	33%
Singapore	4	16	25%
India	0	9	0%
Mexico	0	6	0%
Spain	5	5	100%
Denmark	3	3	100%
Philippines	0	2	0%
Indonesia	0	1	0%
South Korea	1	1	100%

1. A comparison with 2024 is not available, as this is the first year of data collection for this KPI.

2. This type of employment contract is not applicable to Luminaire.

EMPLOYEES COVERED BY SOCIAL DIALOGUE ^{1,2}		2025	
Unit of Measurement	n. covered employees (headcount)	n. total employees (headcount)	coverage rate %
Total employees	1,721	2,389	72%
Italy	1,647	1,682	98%
USA	13	396	3%
United Kingdom	15	161	9%
France	25	32	78%
United Arab Emirates	0	51	0%
China	8	24	33%
Singapore	4	16	25%
India	0	9	0%
Mexico	0	6	0%
Spain	5	5	100%
Denmark	3	3	100%
Philippines	0	2	0%
Indonesia	0	1	0%
South Korea	1	1	100%

1. A comparison with 2024 is not available, as this is the first year of data collection for this KPI.

2. For Poltrona Frau, Poltrona Frau In Motion and Ceccotti, social dialogue mechanisms apply to the workforce under employee representation frameworks; senior executives (top executive management) fall outside the scope of this coverage. Consequently, the reported figures may not represent 100% of the employee base.

SI-9 | DIVERSITY METRICS

GENDER DISTRIBUTION AT TOP MANAGEMENT		2025	
Unit of Measurement		n. (headcount)	%
Total Top Management¹		37	100%
Male		33	89%
Female		4	11%
Other		0	0%

1. For the purposes of this report, top management refers to the combined Level 1 and Level 2 Leadership, as defined by the Parent Group FY2024 data have not been disclosed as the underlying methodology for calculation has changed.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP		2025		2024		Δ
Unit of Measurement	n. (headcount)	%	n. (headcount)	%	%	
Total employees	2,389	100%	2,212	100%	+8%	
< 30 years	332	14%	259	12%	+28%	
30 - 50	1,216	51%	1,189	54%	+2%	
> 50	841	35%	764	34%	+10%	



SI-13 | TRAINING AND SKILLS DEVELOPMENT METRICS

AVERAGE NUMBER OF TRAINING HOURS PER EMPLOYEE		2025		
Unit of Measurement	n. (headcount)			
Gender ¹	Male	Female	Other	Total
Average training hours per employee	5.7	6.3	-	6.0
Hours of training provided ²	7,391	6,984	0	14,376
Total number of employees with access to training ³	1,289	1,100	0	2,389

1. Gender as specified by employee themselves.
 2. Training hours provided may be underestimated, as training activities for employees in the brands' overseas offices are not always systematically tracked.
 3. All employees have access to training opportunities.

2024				Δ			
n. (headcount)				%			
Male	Female	Other	Total	Male	Female	Other	Total
4.6	4.3	-	4.5	+25%	+48%	-	+34%
5,335	4,456	0	9,791	+39%	+57%	-	+47%
1,167	1,028	0	2,195	+10%	+7%	-	+9%

SI-14 | HEALTH AND SAFETY METRICS

HEALTH AND SAFETY MANAGEMENT SYSTEM		2025		2024		Δ
Unit of Measurement	n. (headcount)	%	n. (headcount)	%	%	
Employees who are covered by the undertaking's health and safety management system	2,260	95%	1,498	74%	+51%	

WORK-RELATED INJURIES ^{1,2}		2025	2024	Δ
Unit of Measurement	n.	n.	n.	%
Work-related injuries	23	22		+5%
Fatalities resulting from work-related injuries	0	0		-
Number of day lost	247	1,039		-76%
<i>Rate of work-related injuries^{3,4}</i>	5.23	11		
<i>Rate of fatalities resulting from work-related injuries^{3,4}</i>	0	0		

1. Data on non-employees is not recorded, as these individuals are under the responsibility of their respective employers.
2. For KJ Ryan, only data relating to employees who are covered by the undertaking's health and safety management system is tracked; all other items are not tracked.
3. The working hours of employees were estimated based on 8 working hours per day for number of employees over 230 working days, excluding holidays and public leave from the calculation.
4. The rates correspond to the number of injuries or fatalities per one million hours worked.

WORK-RELATED ILL HEALTH ^{1,2}		2025	2024	Δ
Unit of Measurement	n.	n.	n.	%
Fatalities resulting from work-related ill health	0	0		-
Reported cases of work-related ill health	3	5		-40%

1. Data on non-employees is not recorded, as these individuals are under the responsibility of their respective employers.
2. For KJ Ryan, only data relating to employees who are covered by the undertaking's health and safety management system is tracked; all other items are not tracked.

SI-15 | WORK-LIFE BALANCE METRICS

PARENTAL LEAVE ¹		2025				2024			
Unit of Measurement		%				%			
Gender ²		Male	Female	Other	Total	Male	Female	Other	Total
Entitled employees over total employees		100%	100%	-	100%	100%	100%	100%	100%
Employees that took parental leave over total employees		4%	7%	-	6%	4%	8%	100%	6%

1. For this indicator, given the predominantly European scope, only cases of parental leave were considered; all other types of family leave are excluded. Across the EU, many forms of family leave are already regulated within structured legal frameworks and are often classified under specific statutory categories.
2. Gender as specified by employee themselves.

GOV-1 | THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

MANAGEMENT TEAM	GENDER	ROLE
Luca Keller	Male	Corporate Strategy Manager
Ervino Riccobon	Male	Chief Operational Excellence
Dario Rinero	Male	Chief Executive Officer
Luca Romano	Male	Chief Financial Officer
Tiziana Zancan	Female	Chief Human Resources Officer
Nicola Coropulis	Male	Chief Executive Officer Poltrona Frau and Ceccotti
Ervino Riccobon	Male	Chief Executive Officer In Motion
Luca Fuso	Male	Chief Executive Officer Cassina, Zanotta and Cappellini
Bill Ward	Male	Chief Executive Officer JANUS et Cie
Stefano Cazzaniga	Male	Chief Executive Officer Interni and Luminaire
Andrea Gentilini	Male	Chief Executive Officer Luxury Living

G1-6 | PAYMENT PRACTICES

PAYMENT PRACTICES	2025	2024	Δ
Unit of Measurement	n.	n.	%
Average time to pay an invoice	59	48	+23%
Legal proceedings currently outstanding for late payments	0	0	-



Download Haworth Lifestyle's 2025 Sustainability Report here.

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

Knowledge Partner
TEHA Group S.p.A.

Print
Litogi s.r.l.



HAWORTH Lifestyle