



IN MOTION

2025

SUSTAINABILITY
REPORT

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Utopia

PAGANI



Letter to our stakeholders

Dear Stakeholders,

In 2025, against a backdrop of increasing geopolitical complexity and rapidly evolving market dynamics, Poltrona Frau In Motion further consolidated its role as a trusted partner in the luxury mobility sector.

Across the automotive, aviation and marine industries, we continued to deliver high-end interior solutions that combine design excellence, technical performance and uncompromising craftsmanship. During the year, we strengthened our industrial capabilities through targeted investments in process optimisation and advanced technologies, improving the efficiency, precision and scalability of our production model.

The integration of AI-driven systems for defect detection and leather yield optimisation has enabled greater manufacturing accuracy and more effective material utilisation, while reinforcing our commitment to continuous improvement. These investments have further enhanced our ability to manage complex, highly customised projects and to partner with clients from the earliest design phases through to execution. This collaborative model, supported by dedicated teams and a tailor-made approach, remains central to the way we create value and differentiate ourselves within the luxury mobility sector.

We also continued to advance the way we estimate and manage our environmental impact. In 2025, TÜV SÜD evaluated the methodology underpinning our carbon footprint tool, developed over recent years, confirming that it meets the requirements of the product description, including the applied calculation methodology and data quality principles based on internationally recognised standards, such as the systematic approach set out in Annex C of ISO 14067^[1].

1. This evaluation focuses on the tool's functionality and does not constitute a certification, validation, or verification of the results generated by the software.

This represents an important step in strengthening the reliability and credibility of our estimation approach, while supporting more informed decision-making for both our teams and our clients.

Innovation remains a key pillar of our long-term growth strategy and is increasingly recognised beyond our organisation. In 2025, we received the Focus Award for Outstanding Technological Innovation at Podio Ferrari, which recognises excellence among Ferrari's suppliers and partners. Selected from more than 300 international partners, Poltrona Frau In Motion was recognised for its flexibility, reliability and proactive support of Ferrari's customisation programmes, as well as its expertise in premium leather solutions.

For Poltrona Frau In Motion, sustainability is a natural extension of innovation and a core lever of long-term value creation. Applying a sustainability lens to processes, materials, products and supply chains enables us to rethink established models, improve resource efficiency and strengthen the resilience of our business.

Building on Poltrona Frau's heritage of craftsmanship, this approach allows us to preserve distinctive expertise while evolving the way we design, produce and collaborate with our partners. In this context, building products, processes and relationships that are designed to last remains one of the most concrete ways in which we translate sustainability into value.

This perspective also guides our commitment to developing and passing on artisanal know-how through initiatives such as the second edition of the Atelier dei Saperi, ensuring continuity between technological innovation and our heritage.

All our results are made possible by our people. With over 550 people across Italy and the United Kingdom, we continued to invest in their wellbeing, development and safety, expanding welfare initiatives, enhancing training opportunities and recording zero workplace injuries in 2025.

As we approach our 40th anniversary, we look to the future with renewed ambition, grounded in the strength of our people, the excellence of our craft and the values that have shaped our identity. By continuing to integrate sustainability into the way we innovate, design, produce and collaborate, we aim to strengthen our business resilience and create lasting value for our clients, our partners and all our stakeholders.

*Ervino Riccobon, Head of Poltrona Frau In Motion
& Giovanni Maiolo, General Manager, Poltrona Frau In Motion*







Highlights 2025

POLTRONA FRAU IN MOTION, IN NUMBERS

552

members, 40% of which are women

4

production sites, two in Italy and two in the United Kingdom

~4,500

cars with highly personalised interiors

+550

cars 100% tailor-made completely customisable with various types of materials, patterns and other custom options

~1,000

seat covers for yachts and luxury aircrafts.

ENVIRONMENT: COMMITMENT AND PERFORMANCE

ISO 14001

certification, now extended to all the production plants

Evaluated carbon footprint assessment model

according to UNI EN ISO guidelines, to estimate product impact

AI-based production tools

implemented to improve resource use efficiency, enhancing accuracy and leather yield

In 2025, the ISO 14001-certified environmental management system was extended to all production sites, including the Montegranaro site and the UK operations. Ongoing investments in process efficiency – from AI-driven leather yield optimisation to the replacement of compressed air lines at the Tolentino site – continued to reduce material waste and emissions across operations. Poltrona Frau In Motion applies an LCA-based assessment approach based on the principles of ISO 14040 and ISO 14044 to estimate their product impacts. The software tool has undergone a third-party evaluation by TÜV SÜD.

SOCIAL: BUILDING EXCELLENCE TOGETHER

0

work-related injuries recorded

100%

direct suppliers signed the Supplier Code of Conduct

Atelier dei Saperi

2nd edition of the training programme preserving artisanal know-how and supporting entry into the workforce

In 2025, Poltrona Frau In Motion continued to invest in the wellbeing and development of its members across Italy and the United Kingdom. Welfare provisions were expanded through the access to psychological support via the Unobravo platform. Training hours increased by 45% year-on-year, reflecting a broad commitment to continuous learning at every career stage. The second edition of the Atelier dei Saperi vocational programme trained 10 upholstery and trimming specialists, supporting both workforce entry and the long-term preservation of artisanal expertise.

Navigating the document

The **Poltrona Frau In Motion Sustainability Report 2025** (hereinafter also referred to as “the Report”), now in its third edition, serves as a tool for the communication of Poltrona Frau In Motion (“the Business Unit”)’s commitments and progress in the areas of environmental, social and governance (ESG) responsibility.

Poltrona Frau In Motion is the Poltrona Frau Business Unit dedicated to the development of bespoke leather, upholstery and surface solutions for the automotive, aviation, rail and yachting sectors. It constitutes the Industrial Division of Haworth Lifestyle (the "Group"), the premium furniture and lifestyle segment of the broader Haworth organisation (the "Parent Group"), which also includes Haworth Commercial Interiors and Haworth International.

The **Poltrona Frau In Motion Sustainability Report** opens with a **Letter to our Stakeholders**, followed by a **Highlights section** outlining the brand’s 2025 performance, key achievements and main projects.

This Report is prepared on a voluntary basis and inspired by the **European Sustainability Reporting Standards (ESRS)**. It is divided into four main sections, reflecting the framework adopted by Haworth Lifestyle: **General: Driving Design Excellence**; **Environment: Commitment and Performance**; **Social: Building Excellence Together**; and **Governance: Leading with Integrity**.

Each section is divided into thematic chapters aligned with ESRS topics, with disclosures also reflecting the Group's values. For each topic, the Report outlines the Group's approach, policies and objectives, followed by a "2025 Progress and Actions" section summarising the main initiatives and projects carried out by Poltrona Frau In Motion during the year.

Finally, the Report presents the **ESRS and GRI Content Index**, indicating where the disclosures inspired by each standard can be found.

As part of a broader reporting ecosystem, this document is aligned with and complemented by the following key publications:

- **2025 Poltrona Frau Sustainability Report**: explores the sustainability priorities and performance of Poltrona Frau (whose figures include Poltrona Frau In Motion) and Ceccotti Collezioni.
- **2025 Haworth Lifestyle Sustainability Report**: provides in-depth insights into key sustainability topics relevant to all brands within the Haworth Lifestyle portfolio.
- **2025 Haworth Group Corporate Social Responsibility Report**: covers the entire Haworth Group, including the Haworth Lifestyle, Haworth Commercial Interiors and Haworth International divisions.

Driving Design Excellence

GENERAL



Leader in luxury in motion since 1986

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 8:32 Ferrari's engine.

This evolution marked the beginning of the In Motion Business Unit, which extends Poltrona Frau's expertise beyond residential living to distinctive leather, upholstery and surface solutions for the automotive, aviation, rail and yachting sectors. The Business Unit operates four production facilities: two in Italy, in Tolentino and Montegranaro (Marche region), and two in Coventry (UK), added following the acquisition of KJ Ryan. This manufacturing base combines an international presence with proximity to its main customers.

In today's fast-moving world, where the boundaries between indoors and outdoors, home and travel, are increasingly blurred, there is a growing demand for comfort and elegance beyond the domestic sphere.

Poltrona Frau In Motion works closely with clients' design centres, contributing creative input, technical expertise and tailor-made solutions throughout the process. The development of leathers, stitching, textures, colours, and substrates in various technologies is carefully calibrated to reflect the unique character of each project, while preserving a strong and recognisable brand identity. Thanks to its deep knowledge of upholstery materials and its comprehensive mastery of design and development, Poltrona Frau In Motion offers a wide range of customisation options.

While Pelle Frau® remains the common thread throughout Poltrona Frau In Motion's production, the company continues to invest significantly in the development and testing of alternative materials.

These include chrome-free leathers, such as Pelle Frau® Pure Nappa, tanned with

natural tannins extracted from olive pressing wastewater and recently featured in the re-launch of the exclusive Alfa Romeo 33 Stradale supercar, as well as the new semi-aniline chrome-free leather.

The research and development focus also extends to innovative and emerging materials, ranging from bonded leather made by recovering leather scraps to non-animal options derived from renewable plant-based or recycled raw materials, alongside high-performance fabrics. This approach enables the company to fully meet the needs of the most sophisticated and demanding clients in the high-end and bespoke vehicle segments.

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 Podio Ferrari, an event that recognises excellence among Ferrari's suppliers and partners. Selected from over 300 international partners, the company was recognised for its flexibility, reliability, and proactive support of Ferrari's customisation programmes, as well as for its expertise in premium leather solutions. The award reflects Poltrona Frau In Motion's ongoing commitment to quality, craftsmanship, and innovation. The partnership with Ferrari began in the 1990s and has developed into a longstanding, well-established collaboration that continues to this day.



Collaborations

- **Luxury Automotive Sector:** in 2025, Poltrona Frau In Motion contributed to several projects for prestigious brands in the high-end automotive sector, drawing on its expertise in bespoke leather interiors and craftsmanship. Key initiatives included the Ferrari 296 Speciale (Amalfi project), the start of series production for Pagani vehicles, highly customised solutions for Aston Martin featuring innovative perforation and stitching techniques, and continued support for Alpine (Renault). The Business Unit also contributed to projects such as the McLaren Speedtail, Porsche Panamera, Ducati XDiavel (limited edition), Range Rover Autobiography by Jaguar Land Rover and Lamborghini Sián. In addition, Poltrona Frau In Motion brought its distinctive expertise to projects for Bugatti and Lucid Motors, further consolidating its reputation as a benchmark for excellence in automotive interiors.
- **Marine Industry:** Poltrona Frau In Motion collaborates with leading players in the marine sector, among which Ferretti Group brands (Ferretti Yachts, Pershing, Wally and Riva), including initiatives to gradually replace fabric upholstery with Poltrona Frau leather solutions. In addition, in collaboration with Opacmare, a new fully customisable helm seating system has been developed, featuring for the first time a reclining mechanism and offering a wide range of options in terms of armrests, patterns, colours and materials. These include technical outdoor fabrics, outdoor leather, chrome-free options and Econyl® regenerated nylon.

History

1912

Renzo Frau founds Poltrona Frau, the start of a long history of excellence.

1996

The first Ferrari F355 featuring interiors branded by Poltrona Frau In Motion is launched.

2016

Etihad Airways wins the Crystal Cabin Award for the First Class cabin of the Boeing 787, with interiors created by Poltrona Frau In Motion.

2024

Poltrona Frau acquires KJ Ryan, thereby further expanding its international presence in the automotive sector.

1986

Poltrona Frau In Motion is born to meet the growing demand for high-quality interior solutions in the automotive sector.

2014

The Haworth Group acquires the majority of Poltrona Frau Group's shares, thus consolidating its position as a global leader in high-end design furniture.

2022

Poltrona Frau In Motion opens a new production facility in Montegranaro to bring its capabilities closer to clients and accommodate the significant forecast growth.

2025

Poltrona Frau In Motion receives the Focus Award for Excellence in Technological Innovation from Ferrari.



Main activities and value chain

[ESRS 2 SBM-1]

Poltrona Frau In Motion represents industrial craftsmanship.

Its team of highly skilled professionals provides comprehensive support – from initial design and product development to rigorous testing and validation of new solutions, manufacturing and programme management – to ensure that every detail meets the customer's vision and technical specifications.

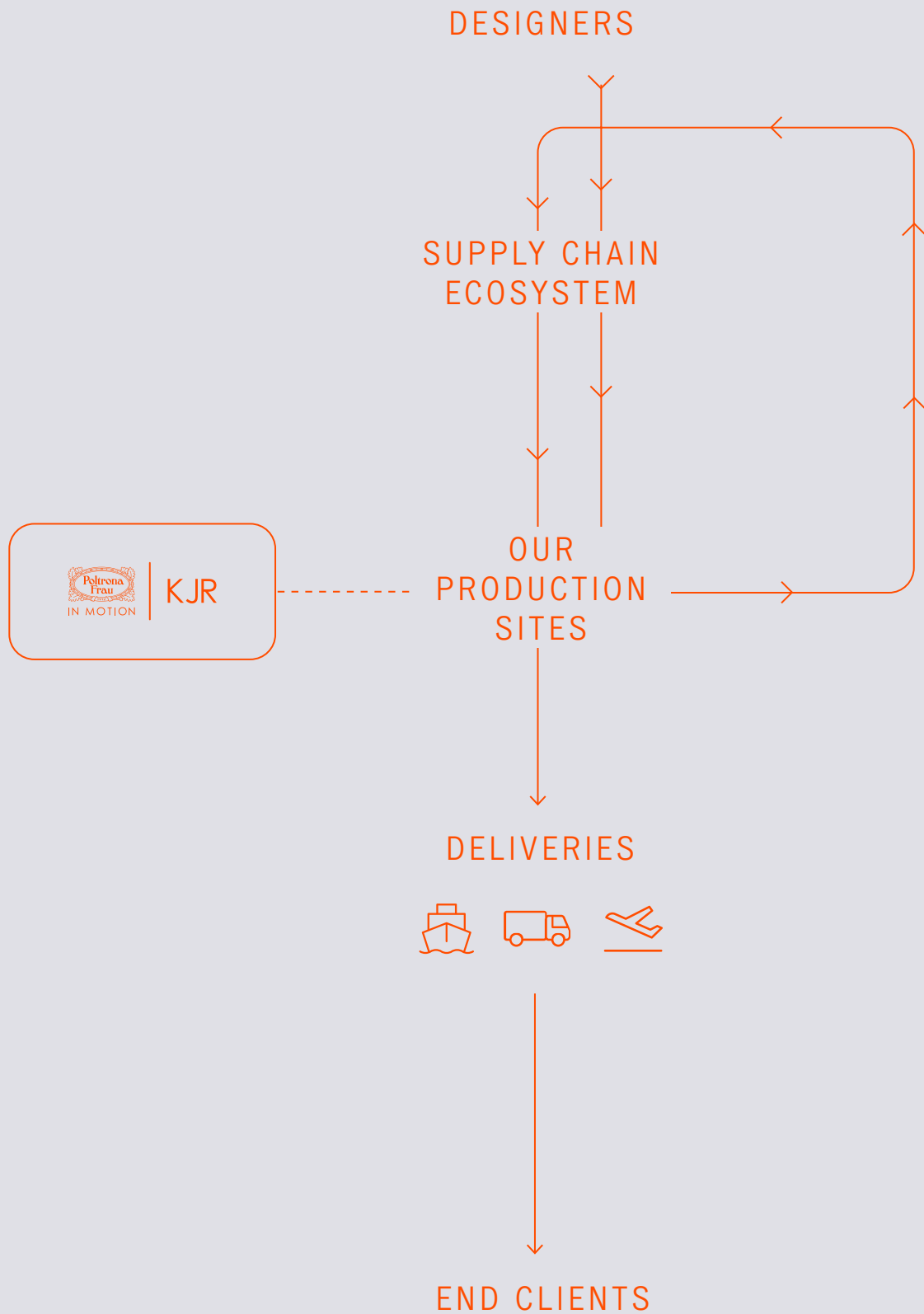
Throughout the process, **every stakeholder, from trusted supplier to customer, is actively engaged**, working collaboratively to drive design and innovation within the Business Unit.

The Poltrona Frau In Motion value chain combines product quality, durability and reliability with a clear focus on the environment. The Business Unit operates with the priority of balancing high quality with environmental performance.

As part of this approach, it works closely with tanneries and textile manufacturers to co-develop bespoke materials that meet both design and sustainability objectives. The process then moves through sourcing chain management, ensuring that the correct materials are selected and used, followed by material optimisation and control, precise cutting and assembly. **The final step involves the meticulous manual trimming of the leather and/or fabric to the substrate using specialised industrial adhesive.** This is followed by the assembly phase, in which the product takes its final form, and then packaging and shipping.

The client's involvement does not end with the initial specifications, but extends to real-time feedback loops and co-design sessions, ensuring that their expectations and aspirations directly shape the final product.

POLTRONA FRAU IN MOTION'S VALUE CHAIN



AUTOMOTIVE

The Business Unit has nearly 40 years of experience in automotive interiors, gained through longstanding collaborations with some of the world's leading car brands. This expertise is applied daily in the development of leather, upholstery and surface solutions for exclusive high-performance vehicles. From hand-stitched leather seats to custom-designed dashboards and trims, every component is produced to the highest quality standards. Poltrona Frau In Motion combines traditional craftsmanship with advanced technology to deliver interiors that meet each customer's specific requirements.

YACHTS

Working closely with yacht designers and builders, the Business Unit develops custom pilot seats, dashboards, instrument panels and cabin linings that seamlessly combine function and durability with the refined aesthetic expectations of the most discerning clients.

AVIATION

Poltrona Frau In Motion works on both private jets and commercial aircraft, offering a wide range of products. The Business Unit has extensive experience in creating high-end aircraft cabin solutions that meet the rigorous standards of the aviation industry without compromising on comfort or style.

Our governance

[ESRS 2 GOV-1]

Poltrona Frau In Motion relies on the Poltrona Frau governance model, based on the principles of fairness, transparency and integrity, with a focus on sharing long-term created value with its stakeholders.

The **Board of Directors (BoD)** oversees management and is responsible for all decisions related to achieving corporate objectives.

Composition of the Board of Directors as of December 31, 2025

Board of Directors	Role	Executive	Gender
Dario Rinero	Chairman	Yes	Male
Nicola Coropulis	Chief Executive Officer	Yes	Male
Ervino Riccobon	Board member	Yes	Male
Giampaolo Caselli	Board member	Yes	Male
Scott Poulton	Board member	No	Male

In line with the Haworth Lifestyle sustainability strategy, **the management team** collaborates with functional directors responsible for each area to assess sustainability measures in place, review their outcomes and approve any action to improve economic, social and environmental impacts.

Value-driven organisation

As a Business Unit of Poltrona Frau, Poltrona Frau In Motion shares the brand's identity and expresses it in the automotive, marine and aviation sectors. The attributes that define Poltrona Frau therefore also shape how the Business Unit designs its solutions and manages its relationships with clients and partners:

- **Heritage** – Born and made in Italy, since 1912.
- **Timeless** – Many have expressed our story in designs with staying power.
- **Durable** – Our solutions and products are designed to endure, to be lived with, and to be passed down through generations.
- **Unique** – Every solution and product is an original expression of functionality, craft and design.
- **Innovative** – We are over a century old but we still invent for our future, based on both powerful ideas and continuous research & development.
- **Handcrafted** – We use the most advanced technology in the world: our hands.
- **Responsible** – We are mindful of the environment, the communities we work with, and the skills our craft depends on.

These attributes operate within the wider framework of values that Poltrona Frau In Motion shares with the Parent Group and Haworth Lifestyle, a common ground across the different identities that make up the organisation.

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 talent, expertise and know-how.
We rely on our members	The boundless potential of empowered and engaged members unites us in a shared vision. Our members bring experience, cultural diversity and dedication to the clients we serve. We invest in continuous learning to help our members flourish.
We honour integrity	We believe that honesty, transparency and accountability are the foundations of trust. We build mutually beneficial business relationships, going over and above legal and ethical requirements in order to meet our commitments while upholding our values.
We embrace continuous learning	In a rapidly changing world, we seek out a variety of ideas 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 customers' expectations.
We lead with design	Our family of businesses has a rich history of design and research, from beautiful products and high-performance solutions to inspiring spaces. Our members are encouraged to think creatively, collaborate and take risks to bring great ideas to fruition.
We create value	We deliver innovative solutions to satisfy our customers' unmet needs. Our success contributes to the livelihood and prosperity of our members, their families, our shareholders and our entire network.
We work to make the world better	We think beyond our business to our communities. We cultivate hope for the future by embracing diversity, protecting our environment and creating economic value. In our small way, we help make the world a better place.

Global context

Environment: Commitment and Performance

2025 was one of the three warmest years on record, with average temperatures over the period 2023–2025 reaching 1.5°C above pre-industrial levels, a threshold associated with significantly higher risk of severe and potentially irreversible climate impacts^[2].

Climate-related events are becoming increasingly frequent and severe, affecting ecosystems, communities and economies worldwide^[3].

As the vehicle fleet electrifies and power grids decarbonise, emissions from the use phase start to decline and the climate weight of a vehicle shifts upstream, towards its production and the materials it is made of. Material manufacturing already accounts for close to a fifth of a vehicle's lifecycle emissions, a share set to grow as tailpipe emissions fall^[4]. This reframes what is expected of the supply chain: component and surface manufacturers are increasingly assessed on the carbon footprint of what they produce, on sourcing and on material efficiency, with manufacturers requiring verified, product-level data from their suppliers.

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, with only 6.9% of materials used globally currently coming from recycled sources, despite the significant potential of circular strategies to reduce emissions^[5]. In parallel, packaging regulation is tightening: the EU Packaging and Packaging Waste Regulation (Regulation (EU) 2025/40), in force since February 2025, will apply from August 2026, introducing recycled content targets and packaging restrictions.

2. WMO, Press release - WMO confirms 2025 was one of warmest years on record, 2026

3. EEA, 2024

4. World Economic Forum, 2020

5. UNEP-IRP, Global Resources Outlook 2024

Poltrona Frau In Motion's response

Carbon footprint assessment model

Based on the Life Cycle Assessment methodology (ISO 14040 and ISO 14044) and supports the internal estimation of CO₂ indicators across the evaluated production stages. TÜV SÜD's evaluation focused on the functional suitability of the tool and the consistency of the implemented process.

AI-driven production efficiency

Implementation of an AI-based digital scanning system for defect detection, enabling more accurate pattern placement and higher leather yield, alongside the introduction of anthropomorphic robotics on the assembly line.

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.

Social: Building Excellence Together

Organisations are being reshaped by technological, social and demographic changes. Across OECD countries, around 27% of jobs are at high risk from automation, while many others are expected to alter significantly due to AI and digital technologies, making continuous upskilling and reskilling an organisational priority^[6].

Meanwhile, employee wellbeing and engagement remain critical to business performance, as low engagement is associated to higher absenteeism and staff turnover. According to the World Health Organisation, depression and anxiety alone cost the global economy around €840 billion per year in lost productivity^[7].

Demographic shifts are also reshaping the workforce. In Europe, an ageing labour force, with around one third of workers over 50, is contributing to increasingly multigenerational workplaces. This requires more tailored approaches to learning, leadership, inclusion and work-life balance^[8].

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

7. WHO, Mental health at work 2024.

8. Eurostat (2024), Population structure.

Poltrona Frau In Motion's response

An inclusive and resilient working environment

Access to mental health services (e.g. Unobravo), corporate welfare and community-building activities (e.g. hiking, e-bikes, company pool).

Lifelong learning at every career stage

Ongoing investment in member development through structured training programmes and digital learning platforms (Member Central, LinkedIn Learning), alongside leadership pathways such as “From Individual Contributor to Supervisor”, supporting upskilling across all career stages.

Empowering members to improve operations

A structured idea-sharing process enables all members to propose initiatives aimed at improving operational efficiency, fostering a culture of continuous improvement and encouraging bottom-up contributions across the organisation.

Investing in local communities and future talent

Strong commitment to education and local development through initiatives such as “Adopt a School”, partnerships with universities and Careers Days, as well as vocational training programmes like “Atelier dei Saperi”, aimed at preserving artisan skills and supporting workforce entry.



Governance: Leading with Integrity

The sustainability governance landscape is becoming increasingly complex. Expectations for more accurate, comparable and traceable sustainability information continue to grow, driven by regulation as well as by customers, investors, and value chain partners.

At the same time, efforts in several jurisdictions to simplify or delay parts of the regulatory framework are creating uncertainty and fragmentation.

This dynamic is particularly evident in Europe, where initiatives to strengthen transparency, accountability, due diligence, and value chain oversight coexist with measures aimed at simplifying compliance obligations.

As a result, companies are required to improve 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, leading companies play an increasingly important role in shaping standards, sourcing practices, traceability requirements, and oversight mechanisms across their networks.

Poltrona Frau In Motion's response

Strengthening governance system

Organisation, Management and Control Model (231/2001), Supervisory Body, a structured whistleblowing system, and dedicated ethics policies to promote accountability, prevent misconduct and ensure effective oversight.

Supply chain standards

Through standardised General purchasing agreement and Supplier Code of Conduct.

Our sustainability journey

Methodological considerations

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

The scope of this Report includes Poltrona Frau In Motion and its UK operations (KJ Ryan). The following data points were not available for the UK Operations in 2024: E5-5 (waste), S1-6 (turnover), S1-7, S1-13 and S1-15.

The 2025 Poltrona Frau In Motion Sustainability Report is based on the European Sustainability Reporting Standards (ESRS) issued by the European Financial Reporting Advisory Group (EFRAG). In line with Haworth Lifestyle's approach, the brand has adopted the ESRS standards on a voluntary basis, ahead of the applicable regulatory timeline. The Report presents sustainability information and data in a clear, consistent and comparable manner, intended to support comparability with other reporting entities.

Where relevant, the Report **supplements ESRS disclosures** with performance indicators derived from the **Global Reporting Initiative (GRI)**, the international reporting standard previously adopted by the Business Unit, together with other **entity-specific information**. A comprehensive list of the disclosed data points can be found in the ESRS 2 IRO-2 Disclosure requirements section on page 87.

The quantitative data presented in the tables in this document are **based on the ESRS**, with certain simplifications to facilitate consultation. For the consolidated overview of Haworth Lifestyle and its brands, please refer to the Haworth Lifestyle Sustainability Report, where consolidated data for all Group brands are presented.

Every data point included in the Report has been identified as material according to the Double **Materiality Assessment (DMA) carried out by Haworth Lifestyle during the year.**

The reporting period is the 2025 financial year, from 1 January 2025 to 31 December 2025. Where available, data from the 2024 financial year are provided. Unless explicitly stated, 2024 figures are presented as originally reported. Where significant reporting errors or methodological changes have been identified in relation to the previous year, these are disclosed in the relevant tables.

Double Materiality Assessment

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

In 2025, Haworth Lifestyle updated its Double Materiality Assessment (DMA), aligned with CSRD guidelines. The scope of the analysis also includes Poltrona Frau In Motion. The DMA was conducted at division level to support a consistent sustainability disclosure across its brands.

The DMA evaluates:

- **impact materiality**, following an “**inside-out**” approach, to identify the Business Unit’s actual and potential effects, both positive and negative on the external environment and society;
- **financial materiality**, applying an “**outside-in**” perspective to assess how external environmental and social factors create risks or opportunities that affect the brand’s financial performance.

The updated materiality assessment identified 5 key ESRS topics and 14 associated subtopics, which form the basis of both Haworth Lifestyle’s and Poltrona Frau In Motion’s sustainability reporting. For further details and a full list of identified Impacts, Risks, and Opportunities (IRO), see the Haworth Lifestyle Sustainability Report.

ENVIRONMENT

E1 - CLIMATE CHANGE

- Climate change adaptation
- Climate change mitigation
- Energy

SOCIAL

S1 - OWN WORKFORCE

- Working conditions
- Equal treatment and opportunities for all

GOVERNANCE

G1 - BUSINESS CONDUCT

- Corporate culture
- Protection of whistleblowers
- Management of relationships with suppliers, including payment practices
- Corruption and bribery

DOCUMENT SECTIONS

- Energy efficiency and emissions reduction

- Our members' wellbeing
- Member training and development

- Responsible value chain
- Business ethics and human rights

E5 - CIRCULAR ECONOMY

- Resource inflows, including materials
- Resource outflows, including products
- Waste

S2 - WORKERS IN THE VALUE CHAIN

- Working conditions
- Other work-related rights

DOCUMENT SECTIONS

- Circular design
- Materials research
- Sustainable packaging
- Waste management

- Workers in the value chain



Our sustainability strategy around our values

[ESRS 2 SBM-1]

Poltrona Frau In Motion's commitment to sustainability is aligned with the overarching vision of Haworth Lifestyle, guided by Haworth Group's strategy. Centred on seven core priorities, this strategy provides a **unified** framework across the Group while allowing each brand to implement tailored initiatives and objectives in line with its own business model.

With a business-to-business model, Poltrona Frau In Motion operates within the sustainability roadmaps of its customers. Rather than setting standalone targets, it acts as a technical partner of reference, helping them achieve their goals through alternative materials and LCA-based product footprint assessments. Progress is monitored through the indicators disclosed in this Report.

The table below illustrates how Haworth Lifestyle's **values** and **sustainability priorities** connect with its **material topics** and translate into the commitments that guide Poltrona Frau In Motion's action.

Sustainability Priorities and Commitments

Value	Sustainability priority	Material Topic	Material sub-topic	Commitment
We work to make the world better	Impact reduction	Climate change	- Climate change adaptation; - Climate change mitigation; - Energy	Combat climate change through energy efficiency initiatives, increased use of renewable energy and a reduction in greenhouse gas emissions, in line with science-based targets.
	Materials and packaging	Circular economy	- Resource inflows, including materials - Resource outflows, including products - Waste	Transition to renewable, recyclable and recycled materials in product design and packaging, prioritising longevity, biodegradability and responsible sourcing.
We lead with design	Product circularity			Integrate circular economy principles into product design to extend product life cycles, prevent waste and improve recovery and reuse.

Value	Sustainability priority	Material Topic	Material sub-topic	Commitment
We rely on our members We embrace continuous learning	Valuing people	Own workforce	• Working conditions • Equal treatment and opportunities for all	Foster members' wellbeing through comprehensive welfare initiatives, equal opportunities and a robust culture of diversity, equity, inclusion and belonging.
We create value	Transparent value chain	Workers in the value chain	• Working conditions • Labour-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 honour integrity	Strong governance	Business conduct	• Corporate culture • Management of relationships with suppliers, including payment practices • Corruption and bribery	Uphold transparency, ethical decision-making and accountability while ensuring respect for human rights and responsible business practices in all operations throughout the value chain.

Governing sustainability

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

To ensure effective sustainability governance across its operations, Poltrona Frau In Motion's ESG approach is embedded within the broader framework established by Haworth Lifestyle. At Group level a dedicated Corporate Social Responsibility (CSR) team within the **Operational Excellence Division** drives the long-term sustainability vision and supports its integration into daily operations, providing support and strategic advice at brand level, as well as targeted expertise and guidance^[9].

At Business Unit level, the leadership team is responsible for setting the strategic direction for sustainability, working closely with the various corporate functions to monitor the effectiveness of initiatives. Poltrona Frau In Motion has introduced the Innovation and Sustainability Specialist role, a cross-functional position that connects product development with environmental accountability by researching innovative materials and identifying process efficiencies. The role directly manages the Business Unit's assessment model to estimate product carbon footprint and identify environmental hotspots, while providing cross-departmental support for innovation projects.

During 2025, Haworth Lifestyle has been developing a structured procedure for the Corporate and Brand Sustainability Drafting Process, aligned with the CSRD (Directive (EU) 2022/2464) and Italian Legislative Decree 125/2024. The procedure will set out principles, roles, responsibilities and operational guidelines to ensure complete, accurate, transparent and compliant reporting across the Group and its brands.

9. For detailed information on the CSR team's responsibilities, see Haworth Lifestyle's Sustainability Report.

Our engagement with stakeholders

[ESRS 2 SBM-2]

Poltrona Frau In Motion places stakeholder needs, expectations and requirements at the heart of its business operations, engaging with a broad range of internal and external parties.

Internal



Members



Management



Shareholders

External



Clients



Local communities



Press & Media



Public entities
and authorities



Suppliers
and subcontractors



Trade unions
and associations



Universities,
research centers
and schools

INTERNAL STAKEHOLDER ENGAGEMENT

Poltrona Frau In Motion promotes member engagement through a structured programme of initiatives focused on wellbeing, professional development and continuous dialogue. Regular training, feedback opportunities, wellness initiatives and internal communication tools, including surveys, intranet updates and periodic meetings, support participation, information sharing and alignment with business priorities.

EXTERNAL STAKEHOLDER ENGAGEMENT

Poltrona Frau In Motion engages with its external stakeholders through dedicated communication and collaboration channels. Customers are reached through the Poltrona Frau website, social media, newsletters and industry events. Suppliers and subcontractors are engaged through regular meetings, direct dialogue and the sharing of the Poltrona Frau Code of Ethics to promote responsible business practices and alignment with ESG principles. The Business Unit also engages with local communities through collaborations with universities, participation in career days, and support for cultural and social initiatives, including sponsorships, donations and exhibitions.

Poltrona Frau's Atelier dei Saperi: passing artisan excellence to future generations

In 2025, Poltrona Frau renewed its commitment to preserving and transferring artisanal know-how through the second edition of Atelier dei Saperi, a practical training programme based on learning alongside experienced craftspeople. Participants first observe skilled artisans at work before practising the techniques under their supervision. The 2025 edition consisted of two parallel 250-hour courses, one for Residential Living and one for Poltrona Frau In Motion, involving a total of 10 participants. Following completion of the programme and an initial one-month transitional period, five participants were hired directly by the brand on long-term contracts.

Showcasing innovation in aviation and automotive interiors

In 2025, Poltrona Frau In Motion attended key international trade fairs. At Aircraft Interiors Expo in Hamburg, the Business Unit showcased a leather seat upholstered in Pelle Frau® alongside a new type of leather specifically developed for the aviation sector. At the Automotive Interiors Expo in Stuttgart, Poltrona Frau In Motion presented seating solutions, trim materials, electronic components, and complete cockpit design.

Commitment and Performance

ENVIRONMENT



We lead with design

Circular design

APPROACH AND COMMITMENTS

[E5-1] [E5-2] [E5-3]

To embed circular design principles across the Group, Haworth Lifestyle has established the **Guidelines for Sustainable and Circular Product Design**, a shared framework supporting all brands in the integration of circularity into product development. The guidelines promote resource efficiency, responsible material sourcing, modular design to facilitate assembly, disassembly and maintenance, and strategies to extend product life and enable end-of-life recovery.

Within this framework, Poltrona Frau In Motion focuses on three key areas.

Key pillars of circularity

Material research and selection

Poltrona Frau In Motion continuously evaluates and introduces lower-impact materials, balancing environmental performance with technical requirements, product quality and manufacturing processes. Material selection is primarily integrated into product development and industrialisation and, where possible, starts from the earliest design stages.

Durability

Products are designed to maintain their structural integrity, functionality and aesthetic quality throughout a long service life. This is achieved through robust engineering, timeless design and the selection of high-quality materials, supported by extensive testing of key components — including leather and fabrics — for abrasion resistance, colour fastness and structural performance. By extending product lifetime, the Business Unit helps reduce premature replacement and the associated environmental impacts. This approach is complemented by initiatives to improve material efficiency, including the recovery of leather offcuts and close collaboration with customers during project development to optimise material use and minimise production waste.

**Life Cycle
Assessments
(LCAs)**

Life Cycle Assessment is integrated into product development to identify environmental impact hotspots and support data-driven design decisions. The methodology is progressively being extended upstream across the supply chain, improving the quality, reliability and comparability of environmental data. Within Haworth Lifestyle, Poltrona Frau In Motion serves as a benchmark for the integration of LCA into product development.

MEASUREMENT AS AN ENABLER

To support the practical application of Life Cycle Assessment, Poltrona Frau In Motion has developed a proprietary parametric software tool that estimates the environmental footprint of its products^[10]. By providing quantitative insights during product development, the tool enables designers and engineers to compare design alternatives, evaluate material choices and identify opportunities to reduce environmental impacts from the earliest stages of development. Further details are provided in the Managing product-level emissions section of this report.

10. This evaluation focuses on the tool's functionality and does not constitute a certification, validation, or verification of the results generated by the software.

Materials research

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

At Poltrona Frau In Motion, sustainability is an integral part of innovation. Evaluating materials, products, processes and supply chains through a sustainability lens supports continuous improvement and has informed some of the Business Unit's most significant advancements in material management.

Impact Less, originally developed by Poltrona Frau's Residential Living Business Unit, marked the beginning of a broader effort to progressively introduce chromium-free tanning processes across the Pelle Frau® leather portfolio. Today, more than 90% of the Pelle Frau® leather collection is produced using Impact Less, a proprietary tanning process that eliminates chromium compounds (Cr^3), reduces chemical use by 15% and lowers water consumption by 10% throughout production.

Alongside this initiative, building on the project launched in 2024 to reduce the environmental impact of traditional tanning processes, Poltrona Frau In Motion developed a chrome-free semi-aniline leather for automotive applications. Developed in collaboration with selected tanneries, the project focused on maintaining the technical and aesthetic performance required for automotive interiors while integrating considerations related to material traceability and Life Cycle Assessment (LCA) into the development process.

Building on this expertise, the Business Unit integrates carbon footprint assessment as a key evaluation criterion into its engineering approach, supporting the optimisation of the end product. This has led to a systematic reassessment of the materials used for each component, and the replacement of certain thermoplastic and thermoset parts with natural-fibre composites. The use of **natural-fibre materials for structural components is actively pursued**, reducing reliance on polyurethane and plastics.

2025 PROGRESS AND ACTIONS

[E5-2]

Poltrona Frau In Motion carried out several upgrades to **enhance** machinery performance and operational efficiency. In 2025, the introduction of **multi-layer fabric cutting equipment** successfully optimised process efficiency, while an **AI-based digital scanning system for defect detection** became fully operational, enabling more accurate pattern placement and higher leather yield. Through AI-driven continuous learning, the system is expected to further reduce processing times and improve efficiency in the coming years.

Complementing these upgrades, an **anthropomorphic robot** was introduced on the assembly line to maximise processing accuracy while enabling full data traceability and repeatability, thereby eliminating human error and optimising product quality, supporting operators in repetitive and physically demanding activities, enhancing both productivity and workplace ergonomics. Additional improvements included the installation of **vertical storage units** at Montegranaro and Tolentino as part of a broader facility relay layout project aimed at optimising the use of available space and improving material flows. Together with a **pick-to-light system** at Tolentino, these solutions helped streamline the storage and retrieval of sewn leather kits.

Sustainable packaging

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

In line with Haworth Group's target to achieve 100% sustainable packaging, defined as packaging that is renewable, reusable, recyclable or compostable, Haworth Lifestyle is shifting towards responsibly sourced materials and appropriate certifications to support this transition.

2025 PROGRESS AND ACTIONS

[E5-2]

In 2025, 100% of Poltrona Frau In Motion's total packaging expenditure was on renewable, recyclable, or compostable materials.

Building on previous efforts, Poltrona Frau In Motion continued to expand its **returnable packaging programme** to reduce reliance on single-use materials and wooden pallets. In 2025, in collaboration with a customer, the Business Unit developed a tailor-made returnable packaging solution aimed at eliminating the use of bubble wrap. The first prototypes were ready by the end of the year, with full rollout on the first dedicated project planned for 2026.

We work to make the world better

Energy efficiency and emissions reduction

APPROACH AND COMMITMENTS

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

In line with commitments set at Haworth Group level, **Poltrona Frau In Motion is working to progressively reduce its carbon emissions in accordance with SBTi^[11] guidelines**, with a focus on energy efficiency, performance monitoring, and improved understanding of value chain impacts. Energy use and related emissions are systematically monitored across production sites and retail stores to support reduction efforts and corrective actions where needed.



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 in the value chain. These are mainly emissions from purchased goods and services, outbound transportation and product end-of-life disposal.

11. The Science Based Target Initiative (SBTi) is a non-profit organisation that provides companies with a clear pathway to reducing emissions in line with the Paris Agreement's 1.5°C goal.

Poltrona Frau In Motion operates an **integrated management system** covering quality, safety and environmental sustainability. The system is **certified to UNI EN ISO 14001** and is designed to ensure effective impact management and continuous improvement, including in terms of energy efficiency. Since 2025, the Montegranaro site and the UK operations have also been covered by a UNI EN ISO 14001 system.

2025 PROGRESS AND ACTIONS

[E1-3]

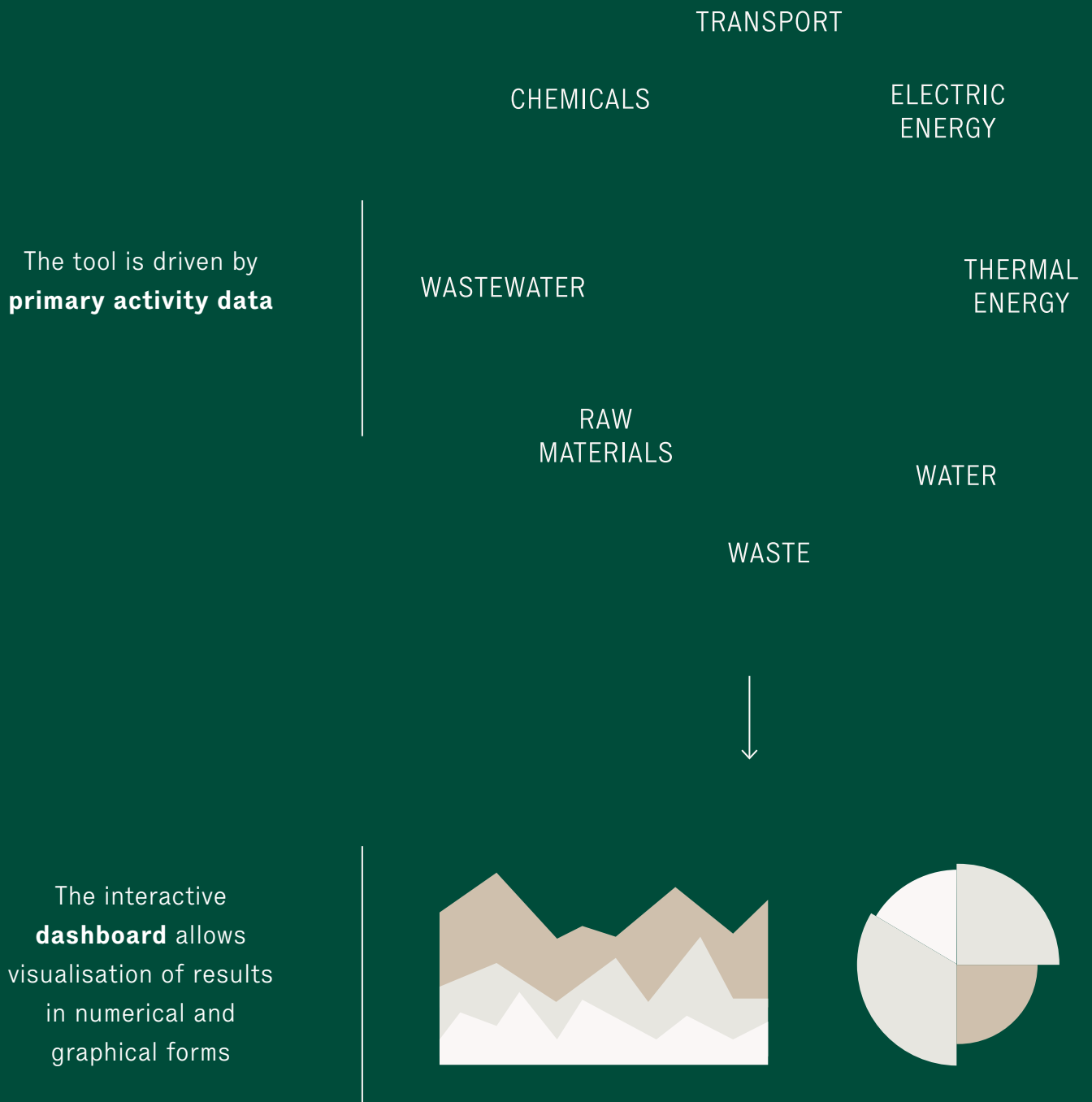
MANAGING PRODUCT LEVEL EMISSIONS

Poltrona Frau In Motion adopts a proprietary parametric software tool to estimate the environmental footprint of its products^[12]. TÜV SÜD evaluated the tool's sustainability related functionality and confirmed its alignment with the requirements set out in the product description, including the applied calculation methodology and data quality principles based on ISO 14040:2006, ISO 14044:2006, and the systematic approach outlined in ISO 14067 Annex C.

By mapping the production cycle from cradle-to-gate, the software operates through a structured, data-driven workflow. The system consolidates primary manufacturing data related to our production sites - including net and gross quantities of raw materials, the precise operational runtimes of the machinery involved, and overall facility consumption. The tool then automatically cross-references these specific manufacturing variables with primary and secondary emission factors. Through this parametric calculation algorithm, the software translates these operational inputs into CO₂ emission metrics, presenting the final impact parameters for every product configuration through intuitive charts.

12. This evaluation focuses on the tool's functionality and does not constitute a certification, validation, or verification of the results generated by the software.

OUR CARBON FOOTPRINT ASSESSMENT MODEL



The tool serves as a central database for monitoring product emissions, setting reduction targets and responding to customer enquiries on environmental impact at all production stages; it focuses primarily on:

- **substrates:** rigid or structural components generally made from plastics or composite materials mainly composed of carbon and natural fibres, which are subsequently upholstered in leather or other premium coverings;
- **leather:** a byproduct of the food industry, whose transformation into a durable luxury material has a measurable carbon impact;
- **upholstery process:** a key part of in-house operations includes energy-intensive processes such as the application of water-based adhesives, wrapping using heat-activated glue, and final assembly and testing.

ENERGY EFFICIENCY INITIATIVES

Poltrona Frau In Motion constantly improves operational efficiency and reduce environmental impact through targeted investment in advanced technologies and process optimisation. In 2025, the Business Unit **replaced compressed air lines** at the Tolentino production site, reducing leakage and improving plant performance. In addition, member-focused measures, including height-adjustable workstations and the **replacement of paper towels with electric hand dryers**, led to a substantial reduction in environmental impact, lowering annual carbon emissions associated with paper towel use, while also reducing resource consumption and enhancing workplace comfort and safety.

CLIMATE RISK ASSESSMENT

In 2025, the Business Unit took part in an initial Climate Risk Assessment led by Haworth Group, aimed at identifying key climate-related risks across major operational locations and supporting the Group's broader adaptation strategy alongside mitigation efforts. The assessment mapped both physical risks (e.g. extreme weather events, heatwaves, flooding) and transition risks (e.g. regulatory, market, technological and reputational changes). It provides a foundation for strengthening risk management and identifying related opportunities.

ENERGY CONSUMPTION AND EMISSIONS

[E1-5] [E1-6]

In 2025, renewable sources accounted for 23% of Poltrona Frau In Motion's total energy consumption, while the remaining share came from fossil fuels. No energy was sourced from nuclear power. Regarding purchased electricity, 100% of total consumption was covered by renewable sources, and all production sites operated exclusively on electricity from renewable sources.

E1-5 | Energy consumption and mix

Total energy consumption	2025	
	MWh	
Total energy consumption	4,419	
Purchased electricity	2025	
	MWh	%
From renewable sources	996	100%
From non renewable sources	0	0%
Energy consumption from nuclear sources	2025	
	MWh	
Total energy consumption from nuclear sources	0	
Nuclear sources in total consumption (%)	0%	

Energy consumption from non-renewable sources	2025
	MWh
Total energy consumption from non-renewable sources	3,423
i. Non-renewable sources	3,423
Coal and coal products	0
Diesel for company fleet	0
Gasoline for company fleet	0
Natural gas	3,423
Other fossil sources	0
ii. Consumption of purchased or acquired	0
Electricity from fossil fuels	0
Heat from fossil fuels	0
Steam from fossil fuels	0
Cooling from fossil fuels	0
Fossil sources in total consumption (%)	77%

Energy production	2025
	MWh
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	0

Energy consumption from renewable sources	2025
	MWh
Total energy consumption from renewable sources	996
i. Fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources	0
ii. Consumption of purchased or acquired	996
Electricity from renewable sources	996
Heat from renewable sources	0
Steam from renewable sources	0
Cooling from renewable sources	0
iii. Self-generated non-fuel renewable energy	0
Self-generated non-fuel renewable energy	0
Renewable sources in total consumption (%)	23%

E1-6 | Gross scopes 1, 2 and total GHG emissions

Scope 1&2 emissions	2025
	tons CO ₂ eq
Total Scope1&2 emissions market-based	628
Scope 1	628
Scope 2	0
Total Scope1&2 emissions location-based	845
Scope 1	628
Scope 2	217

Waste management

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

At Poltrona Frau In Motion's facilities, waste collection is handled by specialised third-party companies, which sort and dispose of materials in compliance with applicable local regulations and waste management systems. Through ongoing monitoring of its procedures and operations, the brand promotes responsible waste management practices among its partners.

2025 PROGRESS AND ACTIONS

[E5-2]

During 2025, Poltrona Frau In Motion worked to reduce the share of waste sent to landfill, acting both on the defects that arise in production and on the efficiency of waste collection and sorting. The groundwork laid during the year is expected to lead to further improvement in 2026.

RESOURCE OUTFLOWS

[E5-5]

In 2025, Poltrona Frau In Motion generated a total of 347,553 kg of waste. During the year, 99% of total waste was diverted from disposal – up from 53% in 2024 – with 96% non-hazardous. Waste sent for disposal fell by 97%, from 127,490 kg to just 3,616 kg.

Waste generated	2024		2025		Δ
	kg	%	kg	%	
Total waste generated^[13]	269,990	100%	347,553	100%	+29%
Total waste diverted from disposal (including waste prepared for reuse, recycled, or subject to other recovery operations)	142,500	53%	343,937	99%	+141%
of which hazardous	12,500	9%	13,895	4%	+11%
of which non-hazardous	130,000	91%	330,042	96%	+154%
Total waste directed to disposal	127,490	47%	3,616	1%	-97%
of which hazardous	38,340	30%	156	4%	-100%
of which non-hazardous	89,150	70%	3,460	96%	-96%
Specific breakdowns of total waste					
Total waste non recycled ^[14]	139,990	52%	220,903	64%	+58%
Total waste to energy	-	0%	-	0%	-

13. The increase recorded 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. Part 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. In addition, the Montegranaro site and the UK operations, which were not included in 2024, were incorporated into the reporting perimeter in 2025 following a reassessment of the scope.

14. 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).

Building Excellence Together

SOCIAL



We rely on our members

Our members' wellbeing

APPROACH AND COMMITMENTS

[S1-1] [S1-5]

At Poltrona Frau In Motion, innovation and creativity are rooted in the skills, experience, and vision of the Business Unit's people. The Business Unit is committed to empowering its people and safeguarding their rights, while encouraging their active involvement in development initiatives. These efforts support both individual growth and the advancement of the organisation as a whole. Poltrona Frau In Motion endorses the values and principles set out by Haworth Group in its Member Code of Conduct, which outlines expected behaviour to foster integrity, fairness and accountability in all business interactions. This Code applies to all members, contractors, consultants and anyone representing the Group.

2025 PROGRESS AND ACTIONS

OUR MEMBERS IN NUMBERS

[S1-6] [S1-7]

In 2025 Poltrona Frau In Motion had 552 members, 77% of whom were based in Italy and the remaining 23% in the United Kingdom. In 2025, the Business Unit employed 19 members under fixed-term contracts, a decrease of 59% compared to the previous year, primarily reflecting the progressive conversion of fixed-term contracts into permanent positions as part of the Group's employment pathway. 97% of the workforce currently holds permanent contracts.

In addition, the number of non-members increased to 55 (+139% compared to 2024), primarily reflecting a greater use of agency workers to support operational needs, as agency employment generally represents the first stage of the production workforce recruitment pathway before progression to fixed-term and, subsequently, permanent contracts.

S1-6 | Characteristics of the undertaking's employees

Employees by country	2024		2025		Δ
	n.	%	n.	%	%
Total employees	545	100%	552	100%	+1%
Italy	395	72%	424	77%	+7%
United Kingdom	150	28%	128	23%	-15%

Employees by gender and type of contract (n.)	2024				2025				Δ
Gender ^[15]	Male	Female	Other	Total	Male	Female	Other	Total	%
Total employees	318	227	0	545	330	222	0	552	+1%
Number of permanent employees	293	206	0	499	323	210	0	533	+7%
Number of temporary employees	25	21	0	46	7	12	0	19	-59%
Number of non-guaranteed hours employee	0	0	0	0	0	0	0	0	-

S1-7 | Characteristics of non-employees in the undertaking's own workforce

Non-employees (n.)	2024				2025			
Gender ^[16]	Male	Female	Other	Total	Male	Female	Other	Total
Total non employees^[17]	7	16	0	23	40	15	0	55

ENSURING MEMBER WELLBEING

[S1-2] [S1-4] [S1-10] [S1-15]

Poltrona Frau In Motion is committed to fostering a fair, inclusive and safe working environment, in line with national regulations, industry standards and Haworth Lifestyle's values. All members are covered by national collective bargaining agreements. The right to social dialogue is supported by the supplementary corporate agreement, effective until 2026, which includes various benefits, including welfare vouchers.

Starting in 2025, all employees are entitled to four hours of paid leave for medical appointments, increasing to eight hours from 2026. In addition, as part of the supplementary agreement, a solidarity leave scheme is in place, allowing employees to voluntarily transfer unused leave hours to colleagues who need additional time off to address exceptional personal or family situations.

15. Gender as specified by employee themselves.

16. Gender as specified by employee themselves.

17. 2024 data do not include the UK operations. Non-employees are individuals who are not directly employed by Poltrona Frau In Motion 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.

The Business Unit also leverages on Haworth Lifestyle’s partnership with **Unobravo**, an online psychology platform, giving employees and up to three family members access to three complimentary sessions and discounted rates for further appointments.

In compliance with local regulations, 100% of members are entitled to parental leave; in 2025, 7% made use of family-related leave.

S1-15 | Work-life balance metrics

Parental leave (%)	2024 ^[18]				2025			
	Male	Female	Other	Total	Male	Female	Other	Total
Entitled employees over total employees	100%	100%	-	100%	100%	100%	-	100%
Employees that took parental leave over total employees	5%	14%	-	9%	5%	8%	-	7%

INTERNAL ENGAGEMENT

[S1-4]

Member engagement is a central pillar of the Business Unit’s corporate culture. Alongside the annual Haworth Group engagement survey, Poltrona Frau In Motion conducted a targeted survey to identify areas for improvement. Engagement also takes the form of bottom-up innovation with the Ideas Box programme, through which members can suggest workplace improvements. Proposals are collected monthly by line managers and the Environment and Safety team and are reviewed quarterly together with trade union representatives. Members are also encouraged to share ideas for process and product improvements, fostering open dialogue and continuous innovation.

Poltrona Frau In Motion also strengthens cohesion through flexible team-building activities. Small groups can organise their own initiatives, while company-wide Contact Meetings are held two to three times a year. During these meetings, top management shares updates on performance and strategy, followed by informal events such as dinners, which help reinforce transparency and corporate identity.

18. 2024 data do not include the UK operations.

OCCUPATIONAL HEALTH AND SAFETY

[S1-14]

All members are covered by a Health and Safety Management System.

In 2025, all members participated in regular safety training – both general and role-specific – focused on risk mitigation, ergonomics, correct use of personal protective equipment (PPE), and emergency procedures.

The Business Unit conducts regular audits to assess the effectiveness of safety measures, with results reviewed as part of the annual management review.

In 2025, the **Risk Assessment Document (RAD) was fully updated**, resulting in specific action plans to address key risks, particularly those related to ergonomics, repetitive movements, and activities typical of artisanal processes.

Additional improvements included targeted safety training, the introduction of **anti-fatigue mats** to support physically demanding work, and the installation of visual and auditory signalling systems in warehouse and forklift areas to improve safety.

Consistent with the previous year, **the Business Unit reported zero work-related injuries, with no days lost, no fatalities, and 1 case of work-related illness^[19]**.

Employee wellbeing was fostered through health-focused initiatives. As part of Haworth Lifestyle's renewed collaboration with LILT (Italian League for the Fight Against Cancer), the Business Unit supported awareness campaigns and provided members with access to on-site cancer prevention screenings and educational webinars. Following the 2024 breast cancer screening campaign, a urological check-up was offered to male employees in 2025. Poltrona Frau In Motion also joined the **flu vaccination campaign organised by Haworth Lifestyle**, with many members participating voluntarily.

19. Data on non-employees is not recorded, as these individuals are under the responsibility of their respective employer. In addition, data on workplace injuries, days lost, fatalities and work-related illness have not been collected for the UK operations.

TALENT ATTRACTION AND RETENTION

[S1-4] [S1-6]

Poltrona Frau In Motion regards talent attraction and retention as a strategic priority, recognising that high-quality craftsmanship and innovation depend on skilled, motivated professionals.

To strengthen its presence in the labour market and attract emerging talent, the Business Unit took part in several Careers Days, including those organised by UNIVPM (Marche Polytechnic University), NABA (Nuova Accademia di Belle Arti), IED (Istituto Europeo di Design), and the University of L'Aquila. These events provided opportunities to engage with students and recent graduates, while showcasing ongoing projects and career opportunities.

In parallel, Poltrona Frau In Motion strengthened its links with academic institutions by signing two framework agreements for broad-based cooperation, including research activities, with the University of Ancona (renewal of an existing partnership) and the University of Camerino (new agreement). Through these initiatives, a total of 20 curricular internships were launched, involving students from several Italian universities.

In 2025, total staff turnover was 7%.

S1-6 | Characteristics of the undertaking's employees

Turnover ^[20]	2024				2025			
Gender ^[21]	Male	Female	Other	Total	Male	Female	Other	Total
Total number of leaves (n.)	4	9	0	13	16	20	0	36
Turnover rate (%) ^[22]	2%	6%	-	3%	5%	9%	-	7%

20. 2024 data do not include the UK operations.

21. Gender as specified by employee themselves.

22. 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 organisation voluntarily or due to dismissal, retirement, or death in service, divided by the total number of employees.

BELONGING

[S1-4] [S1-9] [S1-16] [S1-17]

Poltrona Frau In Motion embeds key values such as equity, inclusion, and belonging into everyday corporate life, with the aim of creating a workplace that respects and celebrates diversity. Workforce diversity is considered a strategic strength: 52% of members are aged between 30 and 50, 17% are under 30, and 31% are over 50. In terms of gender balance, the team is composed of 60% men and 40% women.

S1-9 | Diversity metrics

Distribution of employees by age group	2024		2025		Δ
	n.	%	n.	%	%
Total employees	545	100%	552	100%	+1%
<30 years	84	15%	94	17%	+12%
30-50	287	53%	288	52%	-
> 50 years	174	32%	170	31%	-2%

Poltrona Frau In Motion’s diversity and inclusion initiatives continued to foster a respectful and inclusive workplace, with no reported cases of discrimination. At Group level, a **gender pay gap analysis is under way in line with the EU Pay Transparency Directive (Directive (EU) 2023/970)**, with the aim of establishing a consistent and auditable methodology and aligning with upcoming EU requirements ahead of their entry into force in 2026.

On 25 November – the International Day for the Elimination of Violence Against Women – gender equality and female empowerment were promoted with an internal awareness-raising initiative: members were encouraged to wear a red ribbon, complemented by a Group webinar on female empowerment and gender stereotypes.



We embrace continuous learning

Member training and development

APPROACH AND COMMITMENTS

[S1-5]

Poltrona Frau In Motion follows Haworth Lifestyle's holistic approach to training and development, focusing on initiatives that support sustainable growth and promote a culture in which every member's potential is valued.

The Business Unit aims to achieve 100% participation in these development initiatives, which enhance both individual skills and organisational resilience.

Professional development is also supported through structured goal setting. All Poltrona Frau In Motion members set and document annual goals on the Member Central platform. These goals act as guiding principles, enabling members to outline their professional aspirations in alignment with both personal development and the brand's strategic objectives. Each goal must be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound.

2025 PROGRESS AND ACTIONS

[S1-4] [S1-13]

In 2025, each member completed an average of 3.48 hours of training. Training is delivered through Haworth Lifestyle's **Member Central platform**, which provides flexible access to digital learning content.

The **From Individual Contributor to Supervisor** programme was also offered to members who had recently taken on managerial roles. The initiative supports the development of effective leadership through clearly defined and shared models, while fostering a strong feedback culture.

In addition, members benefited from both Haworth Lifestyle's broader learning and development programmes, including access to **LinkedIn Learning** and **AI-focused training**, and Haworth Group's leadership initiatives such as the **Aspiring Leader Programme** (ALP), the **Management Development Programme** and the **Executive Development Programme**^[23].

S1-13 | Training metrics ^[24]

Average number of training hours per employee	2024				2025			
	Male	Female	Other	Total	Male	Female	Other	Total
Hours of training provided (h)	926	395	0	1,321	1,295	624	0	1,919
Total employees (n.)	268	153	0	421	330	222	0	552
Average training hours per employee (h.)	3.5	2.6	-	3.1	3.9	2.8	-	3.5

23. Further information can be found in the Haworth Lifestyle Sustainability Report [at this link](#).

24. 2024 data do not include the UK operations.



We create value

Responsible value chain

APPROACH AND COMMITMENTS

[G1-2]

Poltrona Frau In Motion prioritises integrity, transparency and accountability throughout its value chain, requiring all suppliers to agree to and comply with the brand's Code of Ethics and Supplier Code of Conduct (SCoC). Suppliers are also required to submit a set of documents, which an AI-based system recognises and records automatically, streamlining communication along the supply chain and improving the quality of the information collected.

In 2025, this approach was further strengthened through the rollout of the Chemical Material Declaration Form and the Conflict Minerals Declaration, as well as targeted analyses on high-impact categories. These initiatives aim to support the development of a more structured supply chain governance model aligned with Haworth Group standards.

Supplier engagement is supported by structured, data-driven tools such as the **International Material Data System (IMDS)** platform for the automotive industry, a key tool focused on recyclability, as suppliers are required to register the components they use. This system enables the Business Unit to access detailed technical information, including material composition and recyclability levels, ensuring compliance with customer needs and supporting the technical and environmental validation of final products.

2025 PROGRESS AND ACTIONS

[G1-2] [G1-6] [GRI 204-1]

In 2025, the average payment time was 113 days. There were no outstanding legal proceedings related to late payments during the year, confirming the Business Unit's commitment to responsible financial management and supplier trust. In 2025, **99%** of the Business Unit's purchases were from local suppliers.

Workers in the value chain

APPROACH AND COMMITMENTS

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

Poltrona Frau In Motion upholds the Ten Principles of the UN Global Compact on human rights, labour, the environment and anti-corruption, to which Haworth Inc. is a signatory. These principles are reflected in the **Supplier Code of Conduct**, which sets out expectations on human rights, labour standards, environmental protection, and business integrity.

The SCoC is shared with suppliers, who are expected to comply with these standards and integrate these commitments into their own supply chains. When a supplier is found to be non-compliant, a formal corrective process is recommended, allowing for remediation within a mutually agreed timeframe. Failure to comply or refusal to take corrective measures may result in termination of the partnership at the brand's discretion.

The Business Unit also provides **an ethics hotline**, enabling suppliers and other interested parties to confidentially report concerns such as unethical behaviour, labour violations or breaches of the Code, without fear of retaliation.

2025 PROGRESS AND ACTIONS

[S2-4]

In 2025, 100% of Poltrona Frau In Motion's direct suppliers signed the SCoC, reflecting growing engagement with responsible business practices. At this early stage, only manufacturing companies were involved, as they were considered to present a higher risk.



We listen to our customers

Service excellence

APPROACH AND COMMITMENTS

Poltrona Frau In Motion places customers at the core of its business model, building long-term partnerships based on collaboration, technical expertise and continuous innovation. Over the years, the company has evolved from a specialised upholstery supplier into a system supplier and full-service partner, supporting customers throughout the entire product development process—from concept and co-design to industrialisation and production.

Leveraging extensive know-how in aesthetic materials, composite materials and substrates, as well as advanced material transformation technologies, Poltrona Frau In Motion works closely with customers to develop tailored solutions that meet specific functional, design and manufacturing requirements, while reflecting their individual specifications, preferences and brand identity. Continuous interaction throughout the development process enables the company to rapidly respond to evolving customer needs while fostering innovation and continuous improvement.

In selected projects, the brand proximity to customer production sites further enhances collaboration by enabling shorter lead times, greater supply chain flexibility and reduced inventory requirements. The strength of these relationships is reflected in the trust placed in Poltrona Frau In Motion by its customers, with some partnerships extending to co-marketing initiatives that highlight the company's contribution to the final product.

Through this integrated and collaborative approach, Poltrona Frau In Motion delivers high-value solutions while supporting customers in achieving their performance, quality and innovation objectives.

CLIENT DATA PRIVACY AND SECURITY

The Business Unit ensures secure data processing and storage, appropriate document management and responsible use of information systems, supported by regular monitoring and controls. Compliance is further strengthened by the appointment of an external **Data Protection Officer (DPO)**, who conducts audits and supports initiatives aimed at keeping data protection incidents at zero. The handling of complaints follows a structured approach supported by IATF certification, ensuring consistent and effective response to any issues.

2025 PROGRESS AND ACTIONS

In 2024, Poltrona Frau In Motion obtained the **TISAX** (Trusted Information Security Assessment Exchange) certification, a recognised standard for evaluating and sharing data security practices within the automotive industry. Valid for three years, the certification was initially pursued to meet a specific client request but has since supported relationships with a broader range of international customers, as it applies across the entire Business Unit.

Product quality and safety

APPROACH AND COMMITMENTS

To foster a culture of continuous improvement and ensure the highest standards of product quality and safety, Poltrona Frau In Motion adopts a Quality Policy that sets clear and measurable goals to guide all quality-related activities. The implementation of this policy is regularly reviewed by management to ensure both its effectiveness and its efficiency over time. The policy focuses on **defect prevention, waste reduction** and **supply chain monitoring**, and is aligned with the **IATF 16949 automotive standard**—a benchmark recognised globally by leading automotive manufacturers and component suppliers as best practice.

In line with **Haworth Lifestyle's broader commitment to product quality and safety**, Poltrona Frau In Motion is progressively implementing a **Quality Management System (QMS)**, building on its existing **UNI EN ISO 9001 certification**, which refers to internationally recognised quality management standards.

Over the years, the **ISO 14001** (Environmental Management System) and **ISO 45001** (Occupational Health and Safety Management System) certification schemes have been progressively implemented at both plants (Tolentino and Montegranaro).

Shifting the focus from process to product, the Business Unit complies with industry standards and regulatory requirements by conducting safety and performance testing before market release. In 2025, the brand confirmed the **Certification Centre for Automotive Products (CCAP)** – a certification body for automotive products and quality management systems in China – for selected products and the **Process Failure Mode and Effects Analysis (PFMEA)** to ensure that critical components, such as those incorporating airbags, are manufactured to the highest safety and quality standards.

Poltrona Frau In Motion uses a **Manufacturing Execution System (MES)** to support operators with real-time product and process information. When a barcode is scanned, the MES displays relevant details, notes on previously identified errors, phase documentation, quality alerts, and on-screen checklists throughout the production line. From product conception to production, the brand remains committed to consumer safety through compliance testing conducted internally or by external laboratories.

2025 PROGRESS AND ACTIONS

In 2025, Poltrona Frau In Motion continued to improve its operational excellence and product quality through the development and adoption of advanced digital solutions. A **camera-based vision system for automated quality control was developed** and prototyped the length of the production line, enabling real-time inspection of components – such as colour and key characteristics, through an integrated PC system. Full rollout is scheduled for 2026. In parallel, the Business Unit implemented a comprehensive component **traceability system**, with a specific focus on critical items such as airbags. This ensures monitoring and compliance throughout all production phases, enhancing both the reliability and the correct functioning of components, while further strengthening quality assurance.

LESS POLLUTION

To mitigate pollution-related impacts across its operations and value chain, Poltrona Frau In Motion adopts Haworth Lifestyle prevention-based approach, while ensuring compliance with applicable national and international regulations. The strategy is built on the principles of **prevention**, **mitigation** and **remediation**, and is fully aligned with relevant international and regional environmental regulations. Haworth Group has established a comprehensive **chemical management framework** that combines a Restricted Substances List covering more than 5,000 chemicals, rigorous material chemistry disclosure requirements, and a commitment to progressively phasing out substances of very high concern (SVHCs) by prioritising safer alternatives.

Building on this approach, the Business Unit continues to strengthen pollution prevention efforts through internal awareness initiatives and supplier engagement on chemical management. Following PFAS **screenings** conducted across all brands in 2024, supplier engagement expanded in 2025 to include **compliance assessments** and **awareness activities**, supporting regulatory alignment and continuous improvement.

To ensure effective control of substances of concern, production facilities are subject to regular monitoring and preventive maintenance. In parallel, Poltrona Frau In Motion has enhanced its tracking systems to monitor the use of chemicals throughout the phase-out process. In 2025, 3,900 kg of VOCs (Volatile Organic Compounds) were purchased, of which 1,300 kg were released into the atmosphere through filtered extraction systems and 1,900 kg were disposed of as waste, remaining well below regulatory limits^[25].

25. Industrial emissions Directive (2010/75/EU).

Leading with Integrity

GOVERNANCE



We honour integrity

Business ethics and human rights

APPROACH AND COMMITMENTS

[S1-3] [G1-1] [G1-3] [G1-4]

Poltrona Frau In Motion adheres to the principles set out in Poltrona Frau's Code of Ethics, which defines the brand's core values and serves as a benchmark for responsible conduct. As an integral part of the internal control system, the Code helps prevent conflicts of interest, corruption and unlawful or irresponsible behaviour both within the organisation and in its relations with stakeholders. **It incorporates the values of Haworth Group, which are embedded in the Member Code of Conduct,** and describes expected behaviours that instil integrity, fairness and accountability in all business interactions. The Code applies to all stakeholders, including board members, employees, contractors, consultants and third parties acting on behalf of the Business Unit.

Poltrona Frau In Motion has a Whistleblowing Committee composed of legal and HR representatives, an internal auditor and the president of the Supervisory Board. The Committee convenes as necessary to review and respond to reports received through dedicated channels. **Confidential and anonymous reporting tools are made available by the Parent Group, allowing both members and external stakeholders to report unethical behaviour, misconduct, or breaches**

of brand policies. The Ethics Helpline is available 24/7 to all Business Units, and an anti-retaliation policy protects anyone reporting in good faith from discrimination or penalties.

Poltrona Frau In Motion endorses the anti-corruption principles of the United Nations Convention Against Corruption and adopts a zero-tolerance approach to bribery.

In addition to these mechanisms, Haworth Group provides regular compliance training. A Global Compliance Training programme is held every two years, covering topics such as ethical conduct, anti-corruption and data protection, in line with international governance standards.

In 2025, Poltrona Frau In Motion recorded no confirmed incidents of corruption or bribery, and no convictions or fines for violations of anti-corruption and anti-bribery laws.



ESRS and GRI content index

[ESRS 2 IRO-2]

Poltrona Frau In Motion has reported the ESRS disclosure requirements listed in the following index for the period from January 1 to December 31, 2025.

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