

2025 SUSTAINABILITY REPORT



CECCOTTICOLLEZIONI

Table of contents

10 NAVIGATING THE DOCUMENT

12 CRAFTING EXCELLENCE FOR OVER A CENTURY

14 POLTRONA FRAU AT A GLANCE

18	History
20	Global presence
23	Main activities and value chain
24	Our governance
27	Value-driven organisation

30 OUR SUSTAINABILITY JOURNEY

30	Methodological considerations
31	Double Materiality Assessment
33	Our sustainability strategy around our values
35	Governing sustainability
36	Our engagement with stakeholders

42 ENVIRONMENT: COMMITMENT AND PERFORMANCE

44	Global context
46	We work to make the world better
55	We lead with design

66 SOCIAL: BUILDING EXCELLENCE TOGETHER

- 68 Global context
- 70 We rely on our members
- 82 We embrace continuous learning
- 85 We create value
- 88 We listen to our customers

94 GOVERNANCE: LEADING WITH INTEGRITY

- 96 Global context
- 98 We honor integrity

101 ESRS AND GRI CONTENT INDEX

- 101 ESRS Content Index
- 103 GRI Content Index

104 CECCOTTI COLLEZIONI

- 106 Company Profile
- 112 Highlights 2025





Letter to our stakeholders

Dear friends and partners,

This is our fifth Sustainability Report, written in a year that tested the resilience of our industry and left little room for ambiguity.

Geopolitical uncertainty, shifting market dynamics and an evolving regulatory landscape defined the context.

What defined our response was continuity: the same values, the same rigour, and the same long-term commitment that have guided Poltrona Frau since 1912.

We grew our international presence selectively: new mono-brand stores in strategic markets and the inauguration of our first international museum in Shanghai, a space devoted to the heritage, materials and “Intelligence in our Hands” that has always been at the heart of what we do. Growth, for us, means helping more people understand what we stand for.

On materials, we moved forward on two distinct fronts. The Impact *Less* portfolio expanded with Pelle Frau® Soulful, continuing our transition to a chromium-free tanning process that reduces water and chemical use across the leather catalogue. At the same time, we introduced Re-Saddle — a bonded leather made from production offcuts — as a concrete answer to the question of what happens to what we do not use. Together, they represent our approach to circularity: not a claim, but a discipline.

We also advanced our packaging transition, reducing material use and beginning the phase-out of polystyrene across our product range.

Achieving UNI EN ISO 14021:2021 conformity for our packaging-related claims means we now hold ourselves to a recognised external standard whenever we communicate the environmental attributes of our packaging.

Craftsmanship is not an asset to be managed, but a living heritage carried by people and sustained through knowledge transfer. Now in its second edition, the "Atelier dei Saperi" initiative serves as a bridge between generations, preserving and passing on the gestures, judgement and sensibility that no manual can capture. At the same time, it reinforces Poltrona Frau's long-standing commitment to the Tolentino area and the local community that has nurtured this tradition of craftsmanship for over a century. Alongside this, the "Adotta una Scuola" project extends this commitment to younger generations, bringing them closer to craft-based professions.

We invested in our people, through the renewal of our corporate welfare agreement, expanded development opportunities and programmes designed to support wellbeing, balance and a genuine sense of belonging. We owe the same care that we put into every object we make, first and foremost, to the people who make it.

This report is an account of where we stand and what we have achieved. We offer it in the spirit in which it was written: not to declare arrival, but to document a direction.

Sincerely,

Nicola Coropulis
CEO, Poltrona Frau



Executive Summary

ENVIRONMENT: COMMITMENT AND PERFORMANCE

100%

of the electricity consumed at our production plants and offices comes from renewable sources, through on-site solar generation and renewable electricity procurement

>90%

of the Pelle Frau® catalogue uses the Impact Less tanning process, reducing chemical use, water consumption and CO₂ emissions compared to traditional tanning^[1]

99%

of packaging expenditure relates to renewable, reusable, recyclable or compostable materials

~9,000kg

of products in use through repair and after-sales intervention, extending their life cycle

In 2025, Poltrona Frau extended its ISO 14001 certification to all production sites. In addition to its main production site in Tolentino, the certification now covers the Montegranaro facility in Italy and KJ Ryan's manufacturing sites in the United Kingdom. Energy efficiency improvements at the Tolentino plant — including the replacement of the compressed air system and the removal of obsolete equipment — were accompanied by ongoing monitoring and management of energy consumption and emissions.

1. For detailed information about Poltrona Frau's leather and material use, please refer to the Sustainable materials chapter.

Pelle Frau® Impact Less, a chrome-free tanning and re-tanning method that eliminates the use of chromium (III), was applied to the Soulful leather collection and other Pelle Frau® leathers. Poltrona Frau also introduced Re-Saddle, a bonded leather composed primarily of leather fibres and GRS-certified recycled polyester. Packaging-related environmental claims comply with ISO 14021 standards, ensuring that environmental claims are based on verifiable and substantiated information.

SOCIAL: BUILDING EXCELLENCE TOGETHER

955

members across the world

39%

of the workforce are women

Atelier
dei Saperi

2nd edition of the training programme
preserving artisanal know-how
and creating a pathway into employment

1st

International Museum opened in Shanghai

In 2025, Poltrona Frau strengthened its commitment to member wellbeing, introducing four hours of paid leave for medical appointments and providing access to psychological support through the Unobravo platform. Among the initiatives implemented by the brand during the year, the 2nd edition of “Atelier dei Saperi” vocational training programme comprised two 250-hour courses in Residential Living and Poltrona Frau In Motion Business Unit, and trained 10 upholstery specialists. Retail education was delivered through three complementary channels – Digital Academy, In-Market Training and HQ Training – with headquarters visits alone engaging over 300 participants.

Navigating the document

The **Sustainability Report 2025** (hereinafter also "the Report"), now in its fifth edition, serves as a tool for communicating Poltrona Frau's ("the brand") commitments and progress on environmental, social and governance (ESG) issues.

Poltrona Frau is part of Haworth Lifestyle (the "Group"), the premium furniture and lifestyle division of the broader Haworth organisation (the "Parent Group"), one of three divisions together with Haworth Commercial Interiors and Haworth International. The brand consists of three business units (Residential Living, Custom Interiors, and Poltrona Frau In Motion, which includes KJ Ryan) and aims to strengthen synergies across brands while preserving and enhancing their specific identities and value propositions. Within Haworth Lifestyle, Poltrona Frau and Ceccotti Collezioni together make up the Group's Luxury Division.

The **Poltrona Frau Sustainability Report** opens with a **Letter to our Stakeholders** from the CEO, followed by an **Executive Summary** which outlines the brand's 2025 performance, key achievements and main projects.

This Report is prepared voluntarily and inspired by the **European Sustainability Reporting Standards (ESRS)**. It is divided into four main sections, reflecting the framework adopted by Haworth Lifestyle: **General: Crafting Excellence for Over a Century; 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, as illustrated on page 27.

For each topic, the Report outlines the Group's approach, policies and objectives, followed by a "2025 Progress and Action" section summarising the main initiatives implemented by the brand and giving details of ongoing major projects.

The Report then 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 In Motion Sustainability Report**: a dedicated report of the business unit's sustainability performance, published annually since 2023.
- **2025 Haworth Lifestyle Sustainability Report**: provides in-depth insights into key sustainability topics relevant to all brands in the Haworth Lifestyle portfolio.
- **2025 Haworth Group CSR Report**: covers the full breadth of the broader Haworth organisation, including brands and initiatives beyond Haworth Lifestyle, such as Haworth Commercial Interiors and Haworth International.

Crafting Excellence for Over a Century

GENERAL



Poltrona Frau at a glance

Founded in 1912 in Turin and now based in Tolentino, in the Marche region of Italy, Poltrona Frau has represented elegance, craftsmanship, quality and design excellence for over 110 years, while continuously evolving to anticipate new ways of living and shape the future of contemporary interiors.

Over time, Poltrona Frau has established itself as a leading name in high-end Italian furniture and as an ambassador of Italian excellence worldwide. Its savoir-faire, known as the Intelligence of the Hands, combines design culture, technical expertise, craftsmanship and precision. Passed down from master to apprentice, this knowledge is deeply embedded in the company's culture and continues to define the quality of its products. This heritage finds one of its highest expressions in leather. Leathership®, a neologism coined by Poltrona Frau, describes the brand's proprietary 21-step leather-tanning process and reflects its long-standing expertise in the selection, treatment and enhancement of this noble natural material.

The brand has received multiple Compasso d'Oro awards, including Lifetime Achievement for President Franco Moschini (2016), as well as for the Titano table (1999) and the DU30 chair (1954). In 2022, Poltrona Frau was also included in the Register of Historic Brands of National Interest, established in 2019 by the Italian Ministry of Economic Development to protect and promote Italy's heritage brands.

Today, Poltrona Frau is a unique brand with three distinct business units: Residential Living, Custom Interiors and Poltrona Frau In Motion. Together, they reflect the breadth of the brand's expertise, from residential interiors to bespoke projects and mobility.

The company operates four production plants located in Tolentino and Montegranaro, Italy, and Coventry, UK.

RESIDENTIAL LIVING: A LIFESTYLE APPROACH TO LIVING

The Residential Living business unit focuses on the design, manufacture and distribution of high-end furniture and interior solutions for a broad range of clients, from private end consumers to architects, interior designers and selected business partners. Its collection combines classic and contemporary design with the brand's renowned quality standards, translating Poltrona Frau's savoir-faire into a complete and refined vision of living. To extend product life and preserve value over time, the business unit also offers dedicated maintenance and restoration services.

Beyond sofas and armchairs, Poltrona Frau offers bookcases, tables, beds, wardrobes, cabinets and interior accessories, creating a complete home décor system rooted in craftsmanship, material excellence and attention to detail. The catalogue brings together distinct yet coherent collections, including the Renzo Frau Archive, which features pieces originally designed by the brand's founder between 1912 and the 1930s. Notable examples include the Vanity Fair armchair, relaunched in a contemporary version as the Vanity Fair XC, and the Chester. To complement its lifestyle-focused approach, Poltrona Frau also offers "Beautilities", decorative objects and accessories meticulously created in a perfect synergy of craftsmanship, innovation and aesthetic value.

Alongside its historical collections, Poltrona Frau continues to renew its Residential Living offering by means of collaborations with 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 collection's ongoing development, introducing new perspectives while remaining consistent with the brand's identity. Notable recent projects include a capsule collection created with Fornasetti, featuring a special edition of the 1919 armchair and the Isidoro drinks cabinet; and a collaboration with Leica for the Fidelio Multimedia Cabinet – Home Cinema Edition, designed to host the Leica Cine 1 smart laser TV. The brand also works with newer creative voices, including Six N. Five, which designed the Moonbeam table lamp, the Foliage floor lamp and the Memoria rug. Other highlights include a limited edition of 60 pieces to celebrate the 60th anniversary of Gio Ponti's Dezza armchair, featuring a previously unpublished illustration by Ponti himself; and a 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 spaces, cultural venues and hospitality environments, including theatres, auditoriums, cinemas, hotels, restaurants and airports.

The team offers a comprehensive service that covers design, technical assistance, production, logistics, installation and quality control at every stage.

Poltrona Frau Custom Interiors has been chosen by 12 Pritzker Prize-winning architects, including Renzo Piano, Foster + Partners, Frank O. Gehry, Jean Nouvel, Zaha Hadid Studio, and David Chipperfield.

To date, the Custom Interiors business unit has completed over 5,000 projects in 68 countries. Highlights include seating for the European Parliament in Strasbourg, the restoration and fit-out of the Teatro della Cometa in Rome and the King Fahad Cultural Centre (KFCC) in Riyadh, fit-outs for several luxury fashion boutiques, and airport interiors around the world, from Naples International to Narita International in Chiba, Japan.

POLTRONA FRAU IN MOTION: SKILLS AND TECHNOLOGIES IN MOTION

Poltrona Frau In Motion produces leather- and fabric-covered components to create exclusive interiors for the transportation sector, working alongside clients that include the world's leading luxury car, yacht and aircraft manufacturers. The business unit supports clients throughout the project, from stylistic support to manufacturing processes, by providing solutions, ideas and technical expertise for leather, texture and colour development, ensuring alignment with project requirements and technical specifications.

Over the years, the business unit has created components for some of the world's best-known brands, forging strategic partnerships across the mobility and transport sectors while maintaining Poltrona Frau's design excellence. Its longest-standing relationship is with Ferrari, a collaboration of nearly three decades that in 2025 earned Ferrari's Focus Award for Excellence in Technological Innovation. Joint development today includes chrome-free leathers and projects such as the Amalfi, based on the Ferrari 296 Speciale. The partnership has since broadened to Pagani, where series production of the Utopia is now under way, and to Aston Martin, with an innovative perforation-and-stitching technique applied to interior detailing; work with Alpine (Renault) is also progressing.

In the yachting sector, the long-running collaboration with the Ferretti Group continues with the gradual move from fabric to Poltrona Frau leather upholstery, while a project with Opacmare has produced a fully customisable nautical seat, the first to feature a reclining mechanism, offered with technical outdoor fabrics, including Econyl regenerated nylon, and outdoor leathers.

Awards and Collaborations

In 2025, Poltrona Frau received several awards:

- **Archiproducts Design Award:** for the Leplì armchair by Kensaku Oshiro.
- **International Chamber of Commerce (ICC) Business Awards in Singapore:** “Best Italian Multinational Corporation”.
- **Interior Design Best of Year Awards:** “Residential Lounge Seating” for the Downtown Lounge armchair and pouf by Jean-Marie Massaud.
- **NYCxDESIGN Award:** “Residential Seating” for the Leplì armchair by Kensaku Oshiro.
- **Wallpaper* Design Award:** “Best Design” for the Squash table by Faye Toogood.

The brand’s relations within the design community are strengthened through its active collaboration with major industry associations, including:

- **Association for Industrial Design (ADI):** brings together and represents leading actors in Italian design, serving as a catalyst for the advancement of industrial design as both a cultural and an 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 issues quality standards and promotes corporate cultural responsibility.

History

1912

Renzo Frau establishes Poltrona Frau in Turin as an artisan workshop.

The workshop soon evolves into a factory producing original modern furniture inspired by the artists and intellectuals of the “Frau salon”. The brand becomes a status symbol for Italy’s upper middle class and the go-to option for the emerging cinema and automobile industries.

1920
1930

1926

Renzo Frau’s artisan workshop furnishes the royal residences of the House of Savoy, prestigious salons and grand hotels, as well as the spaces of the 1928 Turin Exhibition. Its remit extends to luxury cars and cruise ships, including the renowned ocean liner Rex.

Following acquisition by the Nazareno Gabrielli Group, the brand relocates to Tolentino in the Marche region, an area with a strong manufacturing vocation specialising in leather processing.

1962

1986

To meet the growing demand for high-quality car interiors, Poltrona Frau In Motion is created. In the same year, the brand expands into bespoke projects for corporate, cultural, and hospitality spaces, with the launch of the Custom Interiors Business Unit.

To mark the brand’s centenary, architect Michele De Lucchi designs and inaugurates the Poltrona Frau Museum within the Tolentino production plant.

2012

The American group Haworth Inc. acquires a majority stake in Poltrona Frau Group from Charme Capital Partners, consolidating its position as a world leader in high-end designer furniture.

2014

2018

The Tuscan company Ceccotti Collezioni, designers and manufacturers of high-end solid wood furniture since 1988, joins the Poltrona Frau organisation.

Pelle Frau® ColorSphere® Impact Less, a new colour system featuring 73 distinct shades grouped into 7 chromatic families, is launched, offering clients, architects and designers a broad, versatile palette for interior design projects.

2020

2023

In collaboration with Foster+Partners Industrial Design, Poltrona Frau launches Bay System, a modular seating solution designed for public transport spaces that reimagines the waiting experience.

With the acquisition of KJ Ryan, Poltrona Frau further strengthens its position in the luxury interiors segment within the mobility sector, expanding the capabilities of its In Motion Business Unit.

2024

2025

The brand inaugurates its first international museum at its flagship store in Shanghai's Jing'an District, offering an immersive journey through more than a century of history, design culture, craftsmanship and innovation.

Global Presence

[ESRS 2 SBM-1]

Poltrona Frau operates across 80 countries worldwide, with an omnichannel network that includes both physical and digital retail channels. In 2025, Poltrona Frau expanded its global presence with the opening of 5 new mono-brand stores in Kuwait City (Kuwait), São Paulo (Brazil), Riyadh (Saudi Arabia), Hangzhou (China) and Kuala Lumpur (Malaysia).

1

Headquarters

2

Museums

104

Branded spaces

69

Monobrand stores

>300

Multi-brand
authorized retailers

10

Directly operated
flagship stores

6

E-tailers

4

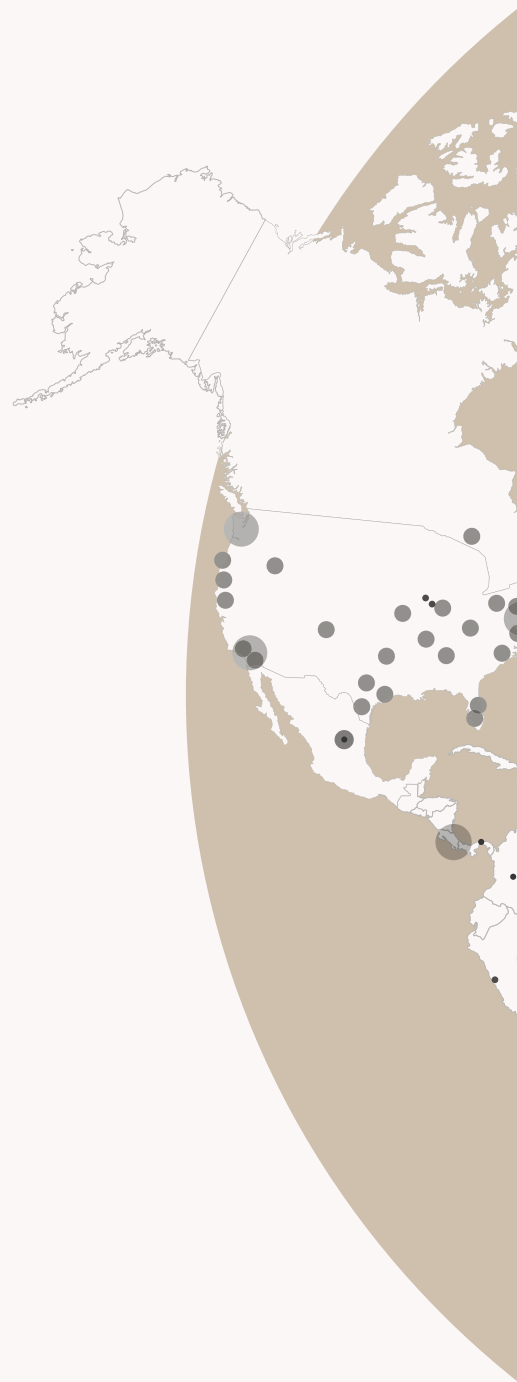
Production plants

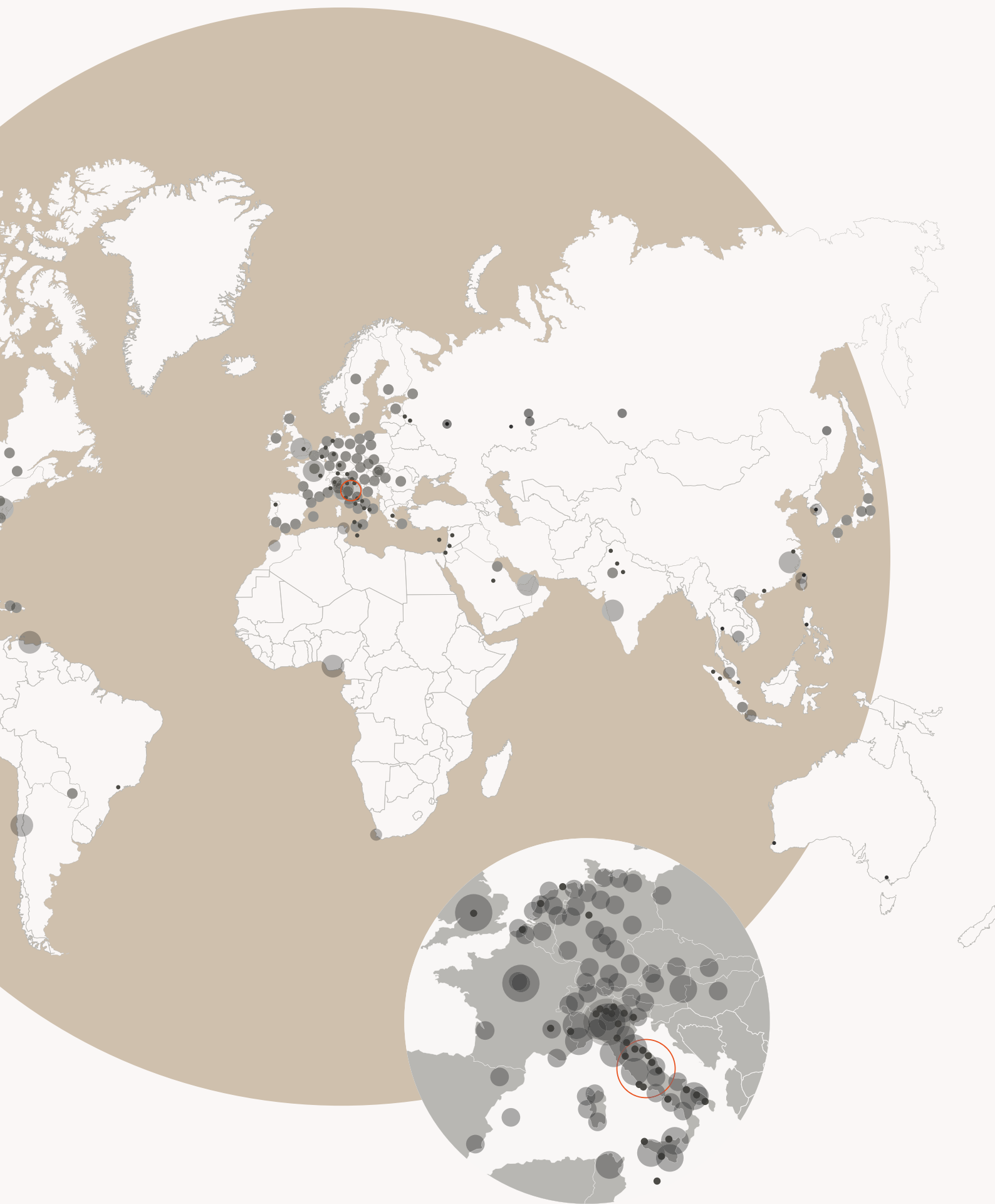
3

Gallery outlets

14

European countries
with a dedicated e-shop







Main activities and value chain

[ESRS 2 SBM-1]

The Poltrona Frau Residential Living portfolio includes a diverse range of furniture designed for both indoor and outdoor spaces. Each product begins with the designer's creative vision, which is developed in close collaboration with the production team to ensure functionality, durability and material excellence.

Raw materials and key semi-finished products, including fabrics, foam, leather and wood, are sourced from selected suppliers through a collaborative supply chain. Suppliers are chosen on the basis of technical capabilities and material quality. Materials are selected in coordination with designers, artisans and technical teams to meet specific stylistic and strategic criteria. The design and development process is iterative, with ongoing refinement involving designers, suppliers and makers.

During production, skilled artisanal craftsmanship is involved throughout the process, from the cutting, sewing and fitting of fabrics and leather for upholstery to the expert selection and handling of wooden frames and structural components. The assembly phase brings together these different areas of expertise, followed by the addition of final details and dedicated quality checks. Once completed, products are packed and shipped for delivery to retail stores, private residences and commercial projects by land, sea or air. Outbound logistics are managed centrally by Haworth Lifestyle to ensure efficient coordination. Designed to last, many Poltrona Frau pieces retain their value over time thanks to their craftsmanship, durability and timeless design. Many continue their life cycle through resale markets, extending their use beyond the first owner. To further support product longevity, the Residential Living business unit offers maintenance and restoration services, helping pieces retain their quality, functionality and aesthetic value across generations.

For Custom Interiors projects, Poltrona Frau works closely with architects and designers in a collaborative process that defines every aspect of the space to be furnished. This collaboration extends to the finest details, including colour palettes, materials, spatial layout and furniture arrangement. The brand works alongside its partners to ensure that each element is aligned with the project's overall aesthetic and functional objectives. When required, individual furniture pieces can be designed and manufactured ad hoc, creating tailor-made solutions that reflect the identity and requirements of each space. Finally, Poltrona Frau In Motion applies the brand's savoir-faire to the mobility sector through a fully integrated value chain, from design

to delivery, with a focus on exacting quality standards and reduced environmental impact. The team supports clients throughout each production phase, from co-design and testing to programme management, ensuring technical precision and tailored solutions.

Key partners, including tanneries and textile suppliers, are involved in the development of custom materials. Then, the manufacturing process includes precision cutting, sewing and manual upholstery, followed by final assembly and packaging. Real-time collaboration with clients ensures alignment with their expectations across the luxury automotive, aviation and yachting sectors.

Our governance

[GOV-1] [GOV-2]

Poltrona Frau's governance model is based on the principles of fairness, transparency and integrity, with a focus on sharing long-term created value with its stakeholders. This approach is aligned with the guidelines defined at Group level by Haworth Lifestyle. At Group level, key corporate functions – Human Resources, Operations Excellence, Finance, Strategy and Internal Audit – provide guidance and coordination on shared activities, while strategic and operational decisions remain with the individual brands within their respective areas of responsibility.

Members of the Board of Directors are appointed by the Shareholders on the basis of their individual expertise and competencies. The Board is entrusted with powers for both ordinary and extraordinary management, except for matters reserved by law to the Shareholders, and oversees the strategic and operational decisions required to pursue the company's objectives.

The functioning and performance of the Board of Directors are subject to periodic evaluation by Haworth Group. Shareholders conduct semi-annual assessments of the Board based on defined performance criteria.

Board of Directors

Name & Surname	Gender	Role	Responsibility	Appointment	Independence
Dario Rinero	Male	Chairman	Chairman	Executive	Yes
Nicola Coropulis	Male	Chief Executive Officer	Chief Executive Officer	Executive	No
Ervino Riccobon	Male	Board member	Board member	Executive	No
Giampaolo Caselli	Male	Board member	Chief Financial Officer	Executive	No
Scott Poulton	Male	Board member	Board member	Non-executive	No

The Board of Statutory Auditors is composed of five auditors, of which three are regular and two are alternate.

Statutory Auditors

Name & Surname	Gender	Role	Responsibility	Appointment	Independence
Mario Stefano Luigi Ravaccia	Male	President	Statutory audit and supervisory responsibilities	Non-executive	Yes
Barbara Zanardi	Female	Effective auditor	Statutory audit and supervisory responsibilities	Non-executive	Yes
Giulio Palma	Male	Effective auditor	Statutory audit and supervisory responsibilities	Non-executive	Yes
Francesco Molinari	Male	Alternative auditor	Substitute statutory audit and supervisory responsibilities	Non-executive	Yes
Giuseppe Carucci	Male	Alternative auditor	Substitute statutory audit and supervisory responsibilities	Non-executive	Yes

Value-driven organisation

MISSION

Founded in 1912, the brand has three distinct dimensions.

We handcraft design furniture and accessories for living well.

We develop custom interiors for memorable experiences in private and public spaces.

We elevate the enjoyment and comfort of travel and mobility with high-end upholstery and interiors.

PURPOSE

We exist to craft unique design solutions for living life's most memorable moments.

ATTRIBUTES

The attributes of Poltrona Frau reflect the brand's distinctiveness and guide its partners and co-workers in their business relationships:

- **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.

At the same time, Poltrona Frau shares and embodies the Haworth Lifestyle values, which shape the organisation's internal corporate culture:

**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 honor 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.



Our sustainability journey

Methodological considerations

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

The 2025 Poltrona Frau 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 indicators for performance measurements derived from the **Global Reporting Initiative (GRI)**, along 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 101.

The quantitative data presented in the tables throughout the document are **based on the ESRS**, with some simplifications to aid consultation. For a Group-wide overview of Haworth Lifestyle and its brands, please refer to Haworth Lifestyle's sustainability report, where data are presented on a consolidated basis.

The scope of this Report includes Poltrona Frau S.p.A. and all its subsidiaries, Poltrona Frau In Motion and KJ Ryan Ltd. A dedicated section at the end of this document presents Ceccotti Collezioni's key sustainability data and main initiatives. As Poltrona Frau and Ceccotti Collezioni both belong to the Luxury Division of Haworth Lifestyle, this Sustainability Report offers a comprehensive view of the Division's performance on sustainability topics. 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 were identified with respect to the previous year, these are shown 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. 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 brand’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’s sustainability reporting. For further details and a full list of Impacts, Risks, and Opportunities (IRO) identified, see Haworth Lifestyle’s Sustainability Report.

	ENVIRONMENT	SOCIAL	GOVERNANCE
	E1 - CLIMATE CHANGE • Climate change adaptation • Climate change mitigation • Energy	S1 - OWN WORKFORCE • Working conditions • Equal treatment and opportunities for all	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 • Sustainable materials • Sustainable packaging • Waste management	• Workers in the value chain	

Our sustainability strategy around our values

[ESRS 2 SBM-1]

Poltrona Frau'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.

The table below illustrates how **values**, long-term **sustainability priorities** and **material topics** – identified by the materiality assessment – are interconnected, thus shaping commitments and guiding 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, prioritizing 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 structure sustainability governance across its operations, Poltrona Frau's ESG approach is embedded within the broader framework established by Haworth Lifestyle. Haworth Lifestyle has a dedicated Corporate Social Responsibility (CSR) team within its **Operational Excellence Division**, responsible for driving a long-term vision for sustainability while integrating it into daily operations. The CSR team **provides brand-level support**, serving as a resource for the brands and providing expertise and guidance^[2]. At Poltrona Frau level, the Chief Executive Officer (CEO) identifies strategic sustainability priorities and is responsible for setting brand-specific objectives and translating these into concrete action with assigned responsibilities and specific timelines. The CEO works with all departments to monitor progress, evaluate results and approve initiatives aimed at improving economic, social and environmental performance.

In 2025, Haworth Lifestyle began developing the Corporate and Brand Sustainability Drafting Process, aligned with the CSRD (Directive (EU) 2022/2464) and Italian Legislative Decree 125/2024. Once in force, the procedure will set out principles, roles, responsibilities and operational guidelines intended to support complete, accurate, transparent and compliant reporting across the Group and its brands.

2. For detailed information on the CSR team's responsibilities, please refer to Haworth Lifestyle's Sustainability Report.

Our engagement with stakeholders

[ESRS 2 SBM-2]

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

Internal



Members

Management

Shareholders

External



Agents

Customers

Designers

Suppliers
and subcontractors

Local communities

Trade unions
and associations

Universities,
research centres
and schools

Press and media

Public entities
and authorities

INTERNAL STAKEHOLDER ENGAGEMENT

Poltrona Frau implements an internal engagement framework to actively involve members in the Group's sustainability goals. Through training programmes, feedback sessions and well-being initiatives, surveys, internal communication and intranet updates, the brand fosters continuous dialogue, professional development, and alignment with corporate objectives. In coordination with Haworth Lifestyle, an annual engagement survey helps to evaluate members' well-being and identify strengths and areas for improvement across the brand.

EXTERNAL STAKEHOLDER ENGAGEMENT

Poltrona Frau engages with a broad range of external stakeholders via channels such as trade fairs, design weeks, art and design exhibitions, social media, collaborative exhibitions with dedicated spaces, newsletters, training events, product launches, presentations, industry trade shows, press releases, corporate website content (including reserved website areas), site visits and collaboration on new product development.

The brand is committed to creating value, not only for the business but also for the local communities and stakeholders connected to its operations.

In 2025, it supported four organisations with community initiatives: Circolo Legambiente Il Pettiroso (environmental awareness and education), LILT Macerata (cancer prevention and patient support), Foodbusters (food waste reduction), and Walden APS (social and cultural inclusion initiatives). Furthermore, throughout the year, Poltrona Frau promoted initiatives focused on education, vocational training, employment access, and responsible resource use to support local communities.

Poltrona Frau Museums

In 2025, Poltrona Frau opened its first international museum, located within the flagship store in Shanghai's Jing'an District. The space guides visitors through more than a century of history, design culture, craftsmanship and innovation, reflecting the brand's strategy to strengthen its presence in key high-potential markets.

This new opening expands Poltrona Frau's cultural and heritage narrative beyond Italy, building on the experience of the Poltrona Frau Museum in Tolentino, designed by Michele De Lucchi and inaugurated in 2012 to mark the brand's centenary. Open to the public, the Tolentino Museum preserves and showcases the brand's heritage, offering an overview of its production processes, materials and the evolution of Poltrona Frau's visual identity and storytelling. More than a mere exhibition space, it also offers educational activities and workshops for a variety of age groups, with a focus on creativity, storytelling and communication.

In 2025, the Poltrona Frau Museum in Tolentino welcomed **3,840 visitors, including 403 students** from secondary schools and universities across Italy. The Museum operates as an active educational platform, offering a range of programmes for students of all ages, including workshops, educational activities and participatory projects.

Through the Italian Poltrona Frau Museum, the brand is involved in a number of cultural initiatives and events.

- **Tolentino Design Weekend:** during the inaugural edition of Tolentino Design Weekend, Poltrona Frau opened its Museum for a special event to foster dialogue and the exchange of ideas. Architects and directors of leading Italian design studios were invited to an exclusive guided tour, exploring the brand's history, craftsmanship, and values: authenticity, innovation, and design culture.
- **Design in Motion at the Poltrona Frau Museum:** during the Grand Tour dei Musei 2025 (Grand Tour of Museums 2025) and the Notte dei Musei (Night of Museums), the Museum hosted "Design in Movimento", a site-specific dance performance created with the Tolentino Dance School. Inspired by the brand's iconic designs, the choreography combined

contemporary and neoclassical dance to music by Schubert, Gershwin, Satie and Aubry, embodying 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 Tommaso Marinetti's poem "All'automobile da corsa" ("The racing car"), celebrating the union of Futurism and movement.

- **FAI Spring Days:** in March 2025, the Museum opened its doors to visitors for a journey through Italian design and craftsmanship, in collaboration with the Macerata section of the Fondo per l'Ambiente Italiano (FAI), an Italian non-profit foundation for the protection and promotion of the country's historical, artistic, and landscape heritage. Students from the Filelfo High School in Tolentino acted as guides, allowing visitors to discover the history and values of Poltrona Frau.

Partnerships & Sponsorships in design

In 2025, Poltrona Frau strengthened its longstanding design partnerships. Among these, the collaboration with **Fornasetti**, initiated the previous year following the successful launch of the limited-edition Vanity Fair XC Imagine Edition, continued with the presentation of two re-editions for Milan Design Week 2025: the iconic 1919 armchair and the Isidoro trunk-bar. Part of The Five Seasons collection, both pieces were upholstered in Pelle Frau® ColorSphere® Impact Less leather and featured Ultime Notizie, one of the most evocative illustrations from the Fornasetti archive, combining artistic expression with Poltrona Frau's craftsmanship and material innovation.

During the year, the brand also launched a collaboration with **Leica Camera AG**, resulting in a customised version of the Fidelio Multimedia Cabinet, developed to house the Leica Cine 1 100” laser TV with an integrated screen and laser projection system. The project integrates design excellence, more energy-efficient technology and a space-saving format, addressing evolving consumer needs in home entertainment.

The brand also expanded its presence in luxury mobility and yachting through a series of sponsorships and experiential initiatives. As a Special Partner of the **1000 Miglia**, a renowned historic endurance race for classic cars, for the first time Poltrona Frau marked a new milestone in its connection with the event. The sponsorship also extends to the United States through a three-year agreement supporting the **1000 Miglia Experience Florida**.

In the nautical sector, participation in the **Solaris Cup** strengthened Poltrona Frau's positioning in high-end yachting. Through its long-standing collaboration with Solaris Yachts, the brand contributed to the event by furnishing hospitality and lounge areas with products from its Boundless Living Outdoor Collections, showcasing its expertise in outdoor furniture and its ability to bring together craftsmanship, comfort and refined design across different settings.

Furthermore, Poltrona Frau continued its collaboration with Ceccotti Collezioni on the **DUO collection**, designed by Roberto Lazzeroni and combining the brands' complementary expertise in leather craftsmanship and woodworking. Expanded in 2025 with a Night area collection, the project exemplifies the value of cross-brand collaboration and shared know-how within Haworth Lifestyle.

Investing in education and artisanal expertise

Poltrona Frau sponsored a lecture by climatologist and science communicator Luca Mercalli on climate change and its impact on daily life. Organised by the **Circolo CEA Legambiente “Il Pettiroso”** and held at the Teatro Nicola Vaccaj in Tolentino, the event was aimed at secondary school students, and provided an opportunity to explore environmental issues and raise awareness among younger generations.

Poltrona Frau also continued its commitment to preserving and passing on its long-held artisanal expertise with the **second edition of “Atelier dei Saperi”**, a programme based around vocational training which combines observation with practical exercises, designed to develop the skills of Upholstery and Covering Operators. This edition consisted of **two parallel 250-hour courses** – one in the Residential Living business unit and the other in Poltrona Frau In Motion – training a total of 10 participants. Following the training period, half of the participants were offered a new and extended contract, supporting their continued entry into the workforce.

Commitment to food waste reduction with Foodbusters

Poltrona Frau renewed its agreement with the volunteer organisation **Foodbusters** to recover surplus food from its corporate events. Foodbusters collects leftover food and distributes it to local charities that support people in need, using compostable containers and relying on electric vehicles for transport. **In 2025, 45 kg of surplus food were donated.**

Environment: Commitment and Performance

Global Context

2025 was one of the three warmest years on record, with the average temperature in the period 2023–2025 reaching 1.5°C above pre-industrial levels, a threshold associated with a significantly higher risk of severe and potentially irreversible climate impact^[3]. Climate-related events are becoming increasingly frequent and severe, affecting ecosystems, communities and economies worldwide^[4]. In the furniture sector, a considerable proportion of environmental impact – including greenhouse gas emissions – is linked to materials and upstream supply chains, making efficiency, responsible sourcing and product durability key levers for lowering overall impact.

Against this backdrop, policy responses continue to evolve, although the regulatory landscape remains uneven across regions. In Europe, new regulations are raising expectations around transparency, circularity and carbon accountability throughout value chains. Measures such as the Ecodesign for Sustainable Products Regulation and the Digital Product Passport are expected to boost transparency, durability and circularity; while instruments such as the Carbon Border Adjustment Mechanism (CBAM) and the EU Emissions Trading System (ETS) are making carbon costs more visible in various sectors.

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 the materials used globally currently coming from recycled sources, despite the significant potential of circular strategies to reduce emissions^[5].

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

4. EEA, 2024

5. UNEP–IRP, Global Resources Outlook 2024

Poltrona Frau's responses

Initial climate-risk screening

Desk-based preliminary screening to identify priority geographical and operational areas exposed to climate-related events, to progressively integrate climate considerations into risk management.

Material innovation

Introduction of material solutions designed to support resource efficiency and emission reduction, including Pelle Frau® Soulful Impact Less and Re-Saddle.

Packaging claims aligned with ISO 14021

Environmental claims related to packaging, including recyclability and recycled content, are made in accordance with UNI EN ISO 14021:2021 and supported by verifiable information.



We work to make the world better

Energy efficiency and emissions reduction

APPROACH AND COMMITMENTS

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

Driven by emission-reduction targets validated by the Science Based Targets initiative (SBTi)^[6] at Haworth Group level, **Poltrona Frau contributes to the Group's decarbonisation pathway, with a focus on energy efficiency, performance monitoring and an improved understanding of value chain impacts.** Energy use and related emissions are 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 of the value chain. These mainly include emissions from purchased goods and services, outbound transportation and product end-of-life disposal.

6. 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.

Partnering with suppliers to reduce emissions

Like Haworth Lifestyle, Poltrona Frau recognises that a significant share of its environmental impact lies within its value chain (Scope 3). The brand is therefore progressively improving its Scope 3 accounting approach, gradually shifting from spend-based estimates to activity-based calculations, supported, where available, by primary data collected from suppliers. This enables more accurate reporting and a better understanding of key impact drivers. The Haworth Supplier Code of Conduct sets out the Group's climate expectations for suppliers: it encourages them to establish a system to measure and reduce their Scope 1 and Scope 2 GHG emissions — and, for non-SME suppliers as defined by the SBTi, their Scope 3 emissions — and to set SBTi-aligned reduction targets. Suppliers are also strongly encouraged to work toward net-zero value-chain emissions by 2050.

Poltrona Frau operates an integrated management system covering quality, safety and environmental sustainability. Its environmental management is certified to UNI EN ISO 14001, supporting a structured approach to environmental management and continuous improvement, including in energy efficiency. In 2025, the certification scope was extended to all production sites, including the Montegranaro and KJ Ryan facilities.

2025 PROGRESS AND ACTIONS

[E1-3]

In 2025, Poltrona Frau upgraded the compressed air distribution system at its Tolentino production plant, replacing both the equipment and associated piping to enhance efficiency and optimise energy performance. In parallel, obsolete equipment — including a column press, a drilling machine and a laminating unit — was upgraded

and replaced with modern, energy-efficient alternatives, contributing to improved energy efficiency and overall operational performance across the production line. Poltrona Frau In Motion had previously introduced a product-level **carbon footprint assessment model** covering several products, particularly in the automotive sector, in response to customer enquiries regarding the environmental impact of components. During the year, the business unit also introduced additional measures, ranging from the adoption of an AI-based digital scanning system to the deployment of vertical storage units^[7] and the replacement of paper towels with electric hand dryers; this initiative helped reduce resource consumption and lower annual carbon emissions associated with paper towel use, from approximately 144 to 7 kg CO₂eq.

All electricity purchased for offices and production sites is covered by guarantees of origin certified by the Gestore dei Servizi Energetici (GSE), corresponding to electricity from renewable sources. At the Tolentino site, this is complemented by a rooftop photovoltaic system of 18,000 solar panels covering approximately 36,000 m².

CLIMATE RISK ASSESSMENT

In 2025, the brand 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, heatwaves, flooding) and transition risks (e.g. regulatory, market, technological and reputational change), providing a foundation to strengthen risk management and identify related opportunities.

7. Additional information can be found in the Poltrona Frau In Motion Sustainability Report at the following link.

ENERGY CONSUMPTION AND EMISSIONS

[E1-5] [E1-6]

In 2025, Poltrona Frau, whose reporting perimeter also includes Poltrona Frau in Motion and KJ Ryan, consumed 14,594 MWh of energy, 44% of which (6,390 MWh) came from renewable sources. The remaining 56% (8,203 MWh) was derived from fossil fuels, with no energy sourced from nuclear. Looking at electricity purchased, 100% of the total was from renewable sources, procured through Guarantees of Origin (market-based approach); all production plants are powered by renewable electricity.

In terms of greenhouse gas emissions, Scope 1 (direct combustion) totalled 1,660 tCO₂eq, up from 1,200 tCO₂eq in 2024, reflecting higher natural gas consumption. Scope 2 emissions were nil on a market-based basis, as all purchased electricity is backed by Guarantees of Origin, and 1,465 tCO₂eq on a location-based basis. Total Scope 1 and 2 emissions therefore amounted to 1,660 tCO₂eq (market-based) and 3,125 tCO₂eq (location-based).

Total energy consumption	2025	
	MWh	
Total energy consumption	14,594	
Purchased electricity	2025	
	MWh	%
From renewable sources	5,375	100%
From non renewable sources	0	0%
Energy consumption from non-renewable sources	2025	
	MWh	
Total energy consumption from non-renewable sources	8,203	
i. Non-renewable sources	8,203	
Coal and coal products	0	
Diesel for company fleet	1,496	
Gasoline for company fleet	570	
Natural gas	6,137	
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 (%)	56%	

Energy consumption from nuclear sources	2025
	MWh
Total energy consumption from nuclear sources	0
Nuclear sources in total consumption (%)	0%
Energy consumption from renewable sources	2025
	MWh
Total energy consumption from renewable sources	6,390
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	5,375
Electricity from renewable sources	5,375
Heat from renewable sources	0
Steam from renewable sources	0
Cooling from renewable sources	0
iii. Self-generated non-fuel renewable energy	1,015
Self-generated non-fuel renewable energy	1,015
Renewable sources in total consumption (%)	44%
Energy production	2025
	MWh
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	1,015

8. In line with the Parent Group, Poltrona Frau 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)

Scope 1&2 emissions	2025
	tons CO ₂ eq
Total Scope1&2 emissions market-based	1,660
Scope 1	1,660
Scope 2	0
Total Scope1&2 emissions location-based	3,125
Scope 1	1,660
Scope 2	1,465

Waste management

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

Poltrona Frau is working to reduce waste by prioritising recycling, reuse and other recovery processes. At the brand's facilities, waste collection is handled by third-party companies, which sort and dispose of materials in compliance with local systems. Through the ongoing monitoring of procedures and operations, the brand ensures that its partners adhere to responsible waste management practices.

2025 PROGRESS AND ACTIONS

[E5-2]

Poltrona Frau adopts technologies to optimise precision and material efficiency in fabric and leather cutting, **reduce leather waste by up to 30%** and increase production efficiency by 25%, ensuring consistent quality that minimises rework and scrap. The brand collaborates with strategic partners to **recover surplus leather from production and turn offcuts into new accessories**. In 2025, approximately 305 tonnes of Pelle Frau leather offcuts were recovered and fed back into the supply chain as by-products.

RESOURCE OUTFLOWS

[E5-2]

In 2025, Poltrona Frau generated a total of 772,242 kg of waste. During the year, 99% of total waste was diverted from disposal.

E5-5 | Resource outflows

Waste generated	2024		2025		Δ
	kg	%	kg	%	%
Total waste generated^[9]	621,100	100%	772,242	100%	+24%
Total waste diverted from disposal (including waste prepared for reuse, recycled, or subject to other recovery operations)	434,360	70%	765,010	99%	+76%
of which hazardous	17,660	4%	17,512	2%	-1%
of which non-hazardous	416,700	96%	747,498	98%	+79%
Total waste directed to disposal	186,740	30%	7,232	1%	-96%
of which hazardous	38,440	21%	312	4%	-99%
of which non-hazardous	148,300	79%	6,920	96%	-95%
Specific breakdowns of total waste					
Total waste non recycled ^[10]	209,300	34%	483,192	63%	+131%
Total waste to energy	-	0%	-	0%	-

9. 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, KJ Ryan's and Montegranaro sites, which were not included in 2024, were incorporated into the reporting perimeter in 2025 following a reassessment of the scope.

10. 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).



We lead with design

Circular design

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

To integrate circular design principles in its operations, Poltrona Frau applies the **Guidelines for Sustainable and Circular Product Design**, a shared framework developed by Haworth. The implementation of circularity principles across the Group's products and designs began in 2024; in 2025 the focus shifted towards measuring circularity performance and more effectively embedding circular design principles within development processes.

MEASUREMENT AS AN ENABLER

What cannot be measured cannot be improved. For this reason, in 2024 the brand introduced an assessment methodology, promoted by Haworth Lifestyle, 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 analysis is carried out using **CircularTool®**, a platform validated by Bureau Veritas. Within this framework, Poltrona Frau now applies circularity measurement to newly launched products.

**Material research
and selection**

Poltrona Frau researches and, in some cases, adopts materials that meet defined environmental criteria, tailoring solutions to specific performance requirements and manufacturing processes. This typically takes place during product development and industrialisation, sometimes as early as the concept stage.

Durability

Products are designed to preserve their structural integrity, functional performance and aesthetic quality over extended periods of use. This includes robust construction, enduring design and performance testing on key materials, such as Martindale tests on fabrics and abrasion testing on leather. Poltrona Frau strongly embodies this principle, developing products intended to remain relevant and functional for decades, thus reducing premature replacement.

**Disassembly
and repair**

Products are designed for disassembly and repair, allowing components to be accessed, replaced and serviced without compromising structural integrity. By enabling maintenance, refurbishment, and functional upgrades throughout the product's life cycle, this approach extends product longevity, maintains performance and reduces material waste.

**Life Cycle
Assessment
(LCAs)**

Applied where relevant to identify hotspots of environmental impact, LCAs support more informed design decisions. The methodology is progressively extending to the supply chain, improving data reliability and comparability. Poltrona Frau In Motion represents a reference project, integrating LCA methodology directly into product development.

2025 PROGRESS AND ACTIONS

[E5-2]

In 2025, Poltrona Frau kept approximately 9,000^[11] kg of products in use through repair and after-sales intervention, extending their life cycle.

11. Estimate based on after-sales service cases closed with a repair or completion action during the year. Product weight is estimated by applying the average weight of the corresponding product category, derived from the Group's Scope 3 inventory. The figure is not based on direct measurement.

OPERATIONAL INNOVATION

During the year, the Poltrona Frau In Motion business unit upgraded several technologies and systems to improve operational efficiency, leather yield, and workplace conditions. Key initiatives included the full deployment of an AI-based defect detection system, the introduction of robotics and automated storage solutions, improvements to compressed air systems, and workplace enhancements such as electric hand dryers and height-adjustable workstations^[12].

PARTNERING FOR CIRCULARITY

Building a more circular approach goes beyond product design: it also means sharing knowledge and engaging the next generation of designers. In 2025, Poltrona Frau continued its mentorship programme at the Savannah College of Art and Design (SCAD), led by the brand's professionals, who provided students with technical and design guidance. As part of the programme, students took part in a challenge titled "Waste Less", which invited them to repurpose leather offcuts from the brand's production into new design concepts, exploring how production waste can become a creative resource. The same design brief was also shared with students from UNIRSM Design and the Master's programme in Ecodesign & Eco-innovation at UNICAM Design, extending the initiative to additional academic institutions and encouraging wider reflection on circular design practices.

12. Additional information can be found in the Poltrona Frau In Motion Sustainability Report at the following link.



Sustainable materials

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

Starting from material selection and product design, Poltrona Frau aligns with Haworth Lifestyle's commitment to responsible material sourcing and regulatory compliance across all operations. The Group's brands are also exploring alternative materials, such as recycled fabrics and responsibly sourced inputs, through collaboration with suppliers and dedicated initiatives.

Poltrona Frau uses a wide range of materials in its production processes. The following list highlights the brand's primary materials.

Wood	A natural material derived from trees, wood is valued for its strength and aesthetic appeal and is widely used in furniture and décor.
Fabrics	Materials such as cotton and synthetics, chosen for texture and design in upholstery.
Metals	Strong and durable materials including steel and aluminium, chosen for their 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.
Plastics	Plastics are lightweight and versatile synthetic materials used in numerous components.
Adhesives & Bonding	Materials used to join two surfaces together through a chemical or physical process that creates a strong bond.
Surface finishes	Treatments or coatings applied to a surface to improve its appearance, durability or function, such as texture, colour or resistance to wear.

Electronic components	Small parts used in electronic devices, such as resistors, capacitors and transistors, to 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 convey information.
Glass	Used to achieve transparency and add a light, contemporary touch to complex design elements such as tables and lighting fixtures.
Leather	Leather is a durable and refined material sourced from the food industry, used to create long-lasting furniture and accessories.
Marble	A natural stone with unique patterns and colours, marble is used in our products for its elegance.
Polyurethane and other types of padding	Polyurethane foam is commonly used for seat cushioning, offering comfort and support.

2025 PROGRESS AND ACTIONS

[E5-2]

Poltrona Frau continuously refines its leather production process, from raw material selection to tanning and finishing, with the aim of improving environmental performance while preserving the tactile quality and craftsmanship that define Pelle Frau®.

Today, more than 90% of the Pelle Frau® leather collection is produced using Impact Less, Poltrona Frau's proprietary tanning process, which eliminates chromium compounds (Cr3), reduces chemical use by 15% and lowers water consumption by 10% throughout production. In addition, the brand partners with Leather Working Group (LWG) Gold-certified tanneries, recognised for meeting the highest standards of environmental management, resource efficiency and responsible manufacturing practices within the leather industry.

Beyond *Impact Less*, Poltrona Frau continues to innovate its materials portfolio through alternative solutions that incorporate environmental considerations, including vegetable-tanned leathers, bonded leather applications and chrome-free tanning processes. The table below shows which collections currently fall under *Impact Less* and what makes each one distinctive.

Collection	Classification	Colours	Impact Less	Main characteristics
ColorSphere	Pigmented leather	73	Yes	Launched in 2020 as a new colour system, ColorSphere® was developed with colourist Giulio Ridolfo to offer a broad, versatile palette for interior design projects. With a soft and silky look, the system comprises 73 shades organised into 7 chromatic families — Into the Black, Milky Way, Foundation, Tierras, Red Memories, Winter Garden and Back in Town — further divided into 14 sub-groups, with 26 historic shades from the Poltrona Frau catalogue joined by 47 new hues, designed to ensure balanced and harmonious combinations.
Nest	Semi-aniline leather	20	Yes	Rich, strong and solid, yet incredibly soft and silky to the touch, Pelle Frau® Nest starts with an accurate selection of the best full-grain hides, coloured in oak barrels with natural anilines absorbed through the full thickness of the leather. The result is 20 full, radiant colours inspired by nature, with an evident grain. Semi-aniline and finished with transparent water-based lacquers, it combines depth, movement and strong character.
Soulful	Aniline leather	12	Yes	Launched in 2025 as the evolution of Pelle Frau® Soul, which is now being phased out. It's a full-grain leather that, thanks to a natural treatment, ensures maximum adhesion to the seat, with natural sheen, superior softness and greater colour depth. The new palette counts 12 shades: 5 carried over from Soul and 7 new ones. Its production has been analysed using Life Cycle Assessment (LCA) to quantify its environmental footprint.

Heritage	Semi-aniline leather, pull-up finish	6	No	Made from a limited selection of whole, carefully chosen bovine hides, Heritage is a semi-aniline leather characterised by a pull-up effect, and a soft and waxed touch, available in 6 shades that evoke the roots of Poltrona Frau's tradition.
Velvety	Aniline leather	10	Yes	Pelle Frau® Velvety is a leather of sensual softness, evoking the rich tactile feel of velvet. The first nubuck leather introduced by Poltrona Frau, it is crafted through a meticulous and delicate buffing process applied to the grain surface. An exceptional-quality leather, it is chrome-free tanned and aniline-dyed, and originates from a stringent selection of raw hides: only around 10% of the finest European hides, chosen for their remarkably low incidence of natural imperfections, are suitable for Pelle Frau® Velvety.
Motif Knits	Aniline leather, hot stamping	4	Yes	Pelle Frau® Motif Knits is created through a sophisticated hot embossing process applied to Pelle Frau® ColorSphere®, which undergoes an intermediate softening treatment that modifies its hand, making it soft and velvety to the touch. The pattern originates from a 3D print that simulates a raised weave inspired by textile twill and the world of wicker and basketry, giving the surface both visual and tactile three-dimensionality. The leather feels soft and velvety, with a delicate writing effect and a rounded, enveloping hand.
Motif Weavers	Pigmented leather, digital print	2	Yes	Pelle Frau® Motif Weavers is the result of Poltrona Frau's ongoing research and its deep knowledge of materials, applied to the potential of digital printing on leather. Like on a canvas, color and pattern blend with the warmth and sensory pleasure of Pelle Frau®, while preserving the material's outstanding quality performance. The interwoven geometric motif, designed by Simona Cremascoli, recalls the world of wicker and basketry and is offered in two color variants: Sage and Cinnamon.

Safari	Aniline leather, chrome tanning	6	No	Strong and full-bodied and at the same time with marked softness, Pelle Frau® Safari was created to upholster Archibald Gran Comfort, designing very wide folds and curves. An exceptionally solid and strong full-grain leather, selected from hides with a fuller structure of Scandinavian cattle. The aniline dye is accompanied by a soft and very long tumbling phase. This special procedure enhances the extremely evident, deep, three-dimensional and irregular grain. Full grain and full aniline, full thickness, Pelle Frau® Safari maintains all the visible characteristics of naturalness on the surface. Its soft hand and warm feel, characterize it and distinguish it for its niceness.
Saddle Extra	Pigmented leather, vegetable tanning	6	No	Pelle Frau® Saddle Extra is a 100% vegetable-tanned leather, tanned with natural tannins. Dyeing is carried out with aniline in drum, ensuring full-penetration coloration, while the surface finish is achieved through an exclusive and innovative process that improves light resistance while preserving the material's natural character. The result is a vegetable-tanned leather with a unique character, which evolves in appearance over time without losing its natural beauty. Any small scars or surface irregularities bear witness to the authenticity of the material and its natural origin. The base is adult European cattle hide, processed using natural techniques and refined; moreover, the full-penetration dyeing helps limit damage caused by accidental scratches. Pelle Frau® Saddle Extra is light-stable and offers good stain resistance.
Cavallino	Hair-on leather (cavallino)	5	No	The mottling of Pelle Frau® Cavallino is available in 5 different color variants; the bovine layers are carefully selected to guarantee a harmonious balance in the product upholstery. The variegated dimensions of the patches make each upholstered object different from the other and therefore unique.

Re-Saddle

Bonded leather

12**No**

Launched in 2025 and made from offcuts recovered from its own production. It is composed primarily of leather fibres and GRS (Global Recycled Standard) certified recycled polyester. A mechanical process turns the leather scraps into fine fibres, which are bonded to a polyester substrate and then dyed and finished using the same techniques as natural leather. By eliminating the tanning and retanning phases, the process cuts water consumption by 90% compared with virgin leather production and reaches a 95% water recycling rate. Compared with first-generation regenerated leather, it uses significantly fewer chemical binders while keeping the same look and feel as natural leather.

Sustainable packaging

APPROACH AND COMMITMENTS

[E5-1] [E5-3]

In 2025, Poltrona Frau supported the rollout of Haworth Lifestyle's Group-wide packaging initiative, launched in 2024, contributing to the development of technical packaging archetypes and shared guidelines. These focus on optimising packaging volumes, reducing unnecessary empty space during shipping and increasing the use of recycled or recyclable materials. In line with Haworth Group's global target of achieving **100% sustainable packaging** (i.e. renewable, reusable, recyclable or compostable), Haworth Lifestyle and its brands are increasing the use of responsibly sourced materials and considering certifications and labels to support the transition and anticipate future packaging regulations.

2025 PROGRESS AND ACTIONS

[E5-2]

In 2025, Poltrona Frau installed an in-house cardboard box-making machine for the production of made-to-measure boxes, reducing material use, logistics volumes, and reliance on standard packaging from external suppliers. For continuous packaging modules, the cardboard used is **FSC™ Mix certified**.

The brand also launched a cross-product programme to gradually phase out polystyrene packaging in favour of recyclable materials. During the year, Poltrona Frau achieved conformity with **UNI EN ISO 14021:2021**, an international standard that sets the criteria for self-declared environmental claims (Type II environmental labelling). The certification ensures that environmental claims related to packaging, such as recyclability or recycled content, are supported by verifiable information. Packaging solutions are being upgraded; however, due to production timelines, material availability, and logistics, some products may still ship in the previous packaging while the transition is completed.

In parallel, Poltrona Frau introduced boxes designed around the specific characteristics of each product and extended their implementation across all manufacturing plants. Looking ahead, the brand aims to gradually supply packaging boxes directly to suppliers equipped with the necessary technologies, supporting cost savings and greater standardisation. At the same time, efforts are focused on improving visibility on suppliers' management of packaging operations. While subcontractors currently retain autonomy in their packaging methods, material selection is already monitored through more structured oversight.

In 2025, **99% of Poltrona Frau's packaging expenditure was allocated to renewable, reusable, recyclable, or compostable packaging.**

Social: Building
Excellence
Together

Global Context

Organisations are operating in a labour market increasingly shaped by technological acceleration, demographic change and evolving employee expectations. The rise of Artificial Intelligence (AI) and digital technologies is transforming roles, skills requirements and ways of working, making continuous upskilling and reskilling a strategic organisational priority. Across countries in the Organisation for Economic Co-operation and Development (OECD), around 27% of jobs are considered at high risk of automation, while many others are expected to change significantly as technology becomes more deeply embedded in business processes^[13].

At the same time, employee well-being and engagement are becoming essential drivers of organisational resilience and performance. Low engagement can contribute to higher absenteeism, lower productivity and increased staff turnover, while mental health challenges continue to generate significant social and economic costs. According to the World Health Organisation, depression and anxiety alone cost the global economy around €840 billion per year in lost productivity.

Demographic shifts are further reshaping the workforce. In Europe, where around one third of workers are over 50, organisations are increasingly managing multigenerational teams with different needs, expectations and career paths. This requires more tailored approaches to learning, leadership, inclusion, employee engagement and work-life balance.

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

14. WHO, Mental health at work 2024.

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

Poltrona Frau's responses

An inclusive and resilient work environment

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

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 Career Days, as well as vocational training programmes like “Atelier dei Saperi”, aimed at preserving artisanal skills and supporting workforce entry.

We rely on our members

Our members' wellbeing

APPROACH AND COMMITMENTS

[S1-1] [S1-5]

Innovation and creativity stem from the skills and vision of the brand's team members. Poltrona Frau is committed to supporting its members and protecting their rights, while encouraging active involvement in development initiatives. These efforts support both personal growth and collective progress. The brand endorses the values and guiding principles outlined in the **Haworth Group's Member Code of Conduct**, which promotes honesty, fairness and accountability in all professional interactions. This Code applies to all members, contractors, consultants and anyone acting on behalf of Haworth Group.

2025 PROGRESS AND ACTION

[S1-6] [S1-7]

As of 31 December 2025, Poltrona Frau employed 955 people (members) across seven countries. Over the year, the workforce shifted geographically: headcount in Italy grew by 5% (from 735 to 771), while it declined by 20% in the United Kingdom (from 168 to 134).

Permanent contracts represented 94% of employees in 2025, a slight increase from 91% in 2024; the number of permanent employees rose by 3% year-on-year (from 874 to 897), while temporary contracts decreased by 31% (from 84 to 58). In addition to its employees, at year-end the brand engaged 112 non-employee workers (mainly agency workers), up from 30 in 2024. These workers are disclosed separately under S1-7.



S1-6 | Characteristics of the undertaking's employees

Employees by country	2024		2025		Δ
	n.	%	n.	%	%
Total employees	958	100%	955	100%	-
China	16	1.67%	15	1.57%	-6%
France	8	0.84%	8	0.84%	-
India	10	1.04%	9	0.94%	-10%
Italy	735	76.72%	771	80.73%	+5%
Singapore	3	0.31%	2	0.21%	-33%
United Kingdom	168	17.54%	134	14.03%	-20%
USA	18	1.88%	16	1.68%	-11%

Employees by gender and type of contract (n.)	2024				2025				Δ
	Male	Female	Other	Total	Male	Female	Other	Total	%
Total employees	576	382	0	958	582	373	0	955	-
Number of permanent employees	535	339	0	874	558	339	0	897	+3%
Number of temporary employees	41	43	0	84	24	34	0	58	-31%
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				Δ
	Male	Female	Other	Total	Male	Female	Other	Total	%
Total non-employees^[17]	10	20	0	30	85	27	0	112	+273%

16. In the whole Report, gender is disclosed as specified by employee themselves.

17. 2024 data do not include KJ Ryan. 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.

ENSURING MEMBER WELLBEING

[S1-2] [S1-4] [S1-8] [S1-11] [S1-15] [S1-10]

In Italy, 100% of members are covered by national collective bargaining agreements, while members in other countries are covered by equivalent employment frameworks and labour protections in accordance with local regulation. The right to social dialogue is supported by the supplementary corporate agreement, effective until 2026, which includes various benefits, such as welfare vouchers.

Starting in 2025, 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 shared leave mechanism is in place, allowing employees to donate unused leave hours to colleagues facing extraordinary needs.

Poltrona Frau joined Haworth Lifestyle's partnership with **Unobravo**, an online psychology and mental wellbeing platform, giving employees and up to three family members access to three complimentary sessions and discounted rates for additional appointments.

In compliance with local regulations, 100% of members are entitled to parental leave; in 2025, 8% made use of it, in line with the previous year.

S1-15 | Work-life balance metrics

Parental leave (%) ^[18]	2024				2025				Δ
	Male	Female	Other	Total	Male	Female	Other	Total	
Gender ^[19]									%
Entitled employees over total employees	100%	100%	-	100%	100%	100%	-	100%	-
Employees who took parental leave over total employees	5%	12%	-	8%	6%	10%	-	8%	-

18. 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.

19. Gender as specified by employee themselves.

INTERNAL ENGAGEMENT

[S1-4]

Member engagement plays a central role in Poltrona Frau's corporate culture. In line with Haworth Lifestyle's approach, the brand uses the Engagement Survey as its main tool for assessing members' satisfaction.

Employee engagement is also encouraged through the "Ideas Box" programme, which collects proposals aimed at improving the working environment on a monthly basis. These proposals are reviewed quarterly with trade union representatives, and the most impactful ideas are financially rewarded.

Team cohesion is fostered through flexible, self-organised team-building initiatives and structured Contact Meetings – held two to three times per year – where management shares updates on performance and strategic direction, closing with informal sessions to boost corporate identity.

In partnership with a local association, in 2025 Poltrona Frau organised three hiking trips and three e-bike excursions on Sundays in different areas of the Marche region, encouraging members to stay active while also fostering a sense of community and connection with the local area. In addition, the company swimming pool was open to members every day throughout the summer, as well as to their families on weekends in July and September and daily during August, offering opportunities for recreation and relaxation.

At Group level, Poltrona Frau participates in the Dick Haworth Values Award, which recognises members who best embody Haworth Inc.'s values through peer nominations across all brands. In 2025, winners received an engraved wooden award, a signed values card, and an opportunity to visit Haworth's headquarters in Holland, Michigan.

OCCUPATIONAL HEALTH AND SAFETY

[S1-14]

In 2025, **100% of Europe-based members were covered by Haworth Lifestyle's Health and Safety Management System**, aligned with internationally recognised standards, including **ISO 45001:2023**, which includes risk assessments, prevention plans and ongoing monitoring.

All Poltrona Frau members participate regularly in safety training programmes aimed at reinforcing risk awareness and promoting responsible behaviour. In 2025, members completed basic and role-specific training on topics such as machinery safety, workplace ergonomics, personal protective equipment (PPE), and emergency procedures.

Poltrona Frau regularly conducts audits and risk assessments to monitor the effectiveness of its health and safety measures. Oversight is provided by the Environment and Safety Manager and the Head of Protection and Prevention, with results reviewed annually by management. **In 2025, the Risk Assessment Document (RAD) was fully updated**, resulting in specific action plans to address the main risk factors, with particular attention to ergonomics, repetitive movements, and activities typical of artisanal processes. Among the measures introduced, anti-fatigue mats were installed in selected Poltrona Frau In Motion workstations to support physically demanding work, and visual and auditory signalling systems were added to warehouses and areas with forklift traffic to improve safety.

In 2025, the brand recorded 6 work-related injuries, resulting in 37 days lost and an injury frequency rate of 3.41 (up from 2.27 in 2024). No fatalities occurred, and one case of work-related ill health was recorded. The injuries were minor in nature, mainly small cuts from manual box cutters. The higher injury count is associated with the internalisation of warehouse activities, which introduced new manual-handling tasks; targeted preventive measures have been introduced accordingly.

Work-related injuries^[20]	2024	2025	Δ
	n.	n.	%
Work-related injuries	4	6	+50%
Fatalities resulting from work-related injuries	0	0	-
Number of days lost	106	37	-65%
Rate of work-related injuries^[21]	2.27	3.41	+50%
Rate of fatalities resulting from work-related injuries^[22]	0	0	-

Work-related Ill Health	2024	2025	Δ
	n.	n.	%
Fatalities resulting from work-related ill health	0	0	
Reported cases of work-related ill health	2	1	-50%

In parallel, the brand continued to promote employee wellbeing through health initiatives, including cancer prevention screenings and awareness activities in partnership with LILT (Italian League for the Fight Against Cancer). Following the breast screening campaign carried out in 2024, a urological check-up was offered to male members in 2025. The brand also joined the flu vaccination campaign organised by Haworth Lifestyle, with many members taking part on a voluntary basis.

20. Data on non-employees is not recorded, as these individuals are under the responsibility at their respective employers.

21. 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. The rates correspond to the number of injuries or fatalities per one million hours worked. 2024 figures have been restated to reflect the updated methodology. KJ Ryan data on work-related injuries are excluded.

22. Ibid.



TALENT ATTRACTION AND RETENTION

[S1-4] [S1-6]

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

In 2025 Poltrona Frau completed the 4th edition of the **“Adopt a School”** project, launched in 2021 in collaboration with the Altagamma Foundation and the Italian Ministry of Education. The initiative connects 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 labour market and attract young talent, in 2025 Poltrona Frau participated in several **Career Days** organised by universities, including UNIVPM (Marche Polytechnic University), IED (Istituto Europeo di Design), NABA (Nuova Accademia di Belle Arti), and the University of L’Aquila. 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).

In addition, Poltrona Frau partners with universities on educational initiatives that foster creativity, sustainability, and professional development. Alongside its ongoing mentorship schemes, including its collaboration with the Savannah College of Art and Design (SCAD), the brand supported the first-level Master’s programme in “Ecodesign & Ecoinnovation” at UNICAM SAAD, the School of Architecture and Design of the University of Camerino in Italy’s Marche region.

This collaboration was structured in two phases. The first consisted of a two-week intensive workshop involving the entire class and focused on the development of concepts and prototypes using leather offcuts and other materials. The second phase involved internships for two students working on their Master’s theses under the joint supervision of academic and company tutors.

Overall, thanks to all of these initiatives, a total of 20 curricular internships were activated, involving students from several Italian universities.

When moving from talent attraction to current members, Poltrona Frau monitors the turnover rate which was 7.33% in 2025.

Turnover ^[23]	2024				2025				Δ
Gender ^[24]	Male	Female	Other	Total	Male	Female	Other	Total	%
Total number of leaves (n.)	14	16	0	30	33	37	0	70	+133%
Turnover rate (%) ^[25]	2.72%	5.44%	-	3.71%	5.67%	9.92%	-	7.33%	-

Belonging

[S1-1] [S1-5] [S1-16]

At Poltrona Frau belonging means fostering a workplace where all members feel respected, supported, and empowered to contribute. Diverse backgrounds, experiences, and perspectives strengthen collaboration, drive innovation, and support long-term growth.

Workforce diversity is considered a strategic strength, with 52% of members between 30 and 50 years old, 15% under 30, and 33% over 50. In terms of gender balance, the workforce is composed of 60.9% men and 39.1% women.

Distribution of employees by age group	2024		2025		Δ
	n.	%	n.	%	%
Total employees	958	100%	955	100%	-
<30 years	125	13%	144	15%	+15%
30-50	521	54%	495	52%	-5%
> 50 years	312	33%	316	33%	+1%

23. 2024 data do not include KJ Ryan.

24. Gender as specified by employee themselves.

25. 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.

Poltrona Frau's diversity and inclusion initiatives continued to foster a respectful and inclusive workplace, and no instances of discrimination were reported by team members during the year. In parallel, at Group level, **a gender pay gap analysis is underway in line with the EU Pay Transparency Directive** (Directive (EU) 2023/970), with the aim of establishing a consistent and auditable methodology covering comparable roles and pay components, while supporting alignment with future European requirements on pay equity ahead of the Directive's implementation (2026).

On 25 November – the International Day for the Elimination of Violence Against Women – Poltrona Frau launched an internal awareness-raising initiative on gender equality and women's empowerment. Members were invited to wear a red ribbon as a symbolic gesture, complemented by a Group webinar focused on female empowerment and gender stereotypes.



We embrace continuous learning

Member training and development

APPROACH AND COMMITMENTS

[S1-5] [S1-13]

Poltrona Frau's approach to training and development focuses on educational initiatives that support growth and a culture that values the potential of every member.

Training is delivered through a combination of learning opportunities offered by Haworth Group, Haworth Lifestyle and Poltrona Frau. The brand targets 100% participation in these development initiatives, which reinforce both individual skills and organisational resilience.

To ensure the effectiveness of training, Poltrona Frau invites all members to set and record annual goals on the "Member Central" platform, aligned with both personal development and Haworth Lifestyle's broader strategic direction. Each goal must be **SMART**: **S**pecific, well defined, clear and unambiguous; **M**easurable, with specific criteria that quantify progress; **A**chievable, attainable and possible to accomplish; **R**ealistic, within reach, feasible and relevant to the company purpose; and **T**imely, within a clearly defined timeline ideally achievable by the end of the year.

2025 PROGRESS AND ACTION

[S1-4] [S1-13]

In 2025, each member completed an average of 3.8 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 highlights the importance of effective leadership based on clearly defined and shared models, with a particular emphasis on fostering a strong culture of feedback. Furthermore, members benefited from Haworth Lifestyle's broader learning and development programmes, including access to **LinkedIn Learning**, **AI-focused training**, and the **Aspiring Leader Programme** (ALP), **Management Development Programme** and the **Executive Development Programme**^[26].

S1-13 | Training metrics ^[27]

Average number of training hours per employee	2024				2025				Δ
	Male	Female	Other	Total	Male	Female	Other	Total	
Hours of training provided (h)	2,220	1,234	-	3,454	2,311	1,345	-	3,656	+6%
Total employees (n.)	526	308	-	834	582	373	-	955	+15%
Average training hours per employee (h.)	4.22	4.01	-	4.14	4.0	3.6	-	3.8	-8%

26. Additional information can be found in the Haworth Lifestyle Sustainability Report at the following link.

27. KJ Ryan's 2024 data are not included in the figure.



We create value

Responsible value chain

APPROACH AND COMMITMENTS

[GRI 204-1]

All suppliers working with Poltrona Frau are required to acknowledge and comply with the brand's Code of Ethics and Supplier Code of Conduct (SCoC). In 2025, the approach was further strengthened through the roll-out of the Chemical Material Declaration Form and the Conflict Minerals Declaration, as well as analyses of environmentally impactful categories, such as aluminium, aimed at identifying risks and opportunities for improvement along the supply chain. Looking ahead, the brand aims to move towards a more formalised supply chain governance model, supported by a structured and collaborative pathway with suppliers.

THE "SHOULD COST" MODEL

The Group's Should Cost model is used to estimate and benchmark product and component costs based on labour, materials, overheads, administrative costs and margins. This supports value-based component pricing and, by extension, the prices charged to customers. In parallel, **strategic suppliers are assessed quarterly through a Supplier Evaluation procedure** covering criteria such as quality, punctuality and service. The brand looks favourably on suppliers with environmental certifications, viewing these as a considerable advantage in the selection process.

OPTIMISING LOGISTICS

As part of Haworth Lifestyle's centralised logistics model, Poltrona Frau benefits from a globally coordinated distribution network designed to ensure service quality and operational efficiency. The Group works with selected logistics partners to consolidate shipments across brands, optimise transport, and maintain service standards in line with the premium furniture segment.

2025 PROGRESS AND ACTION

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

In 2025, Poltrona Frau's average payment time was 80 days. There were no outstanding legal proceedings related to late payments during the year. In addition, 95% of the brand's procurement was sourced from local suppliers^[28].



28. Local refers to suppliers with headquarters in the same country where the company is legally based.

Workers in the value chain

APPROACH AND COMMITMENTS

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

Poltrona Frau 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. Poltrona Frau shares the SCoC with its suppliers, who are expected to comply with these standards and integrate this commitment 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.

Aligned with Haworth Group, the Brand provides access to a Group-wide **ethics hotline**, allowing 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 ACTION

[S2-4]

In 2025, 97% of Poltrona Frau's Tier 1 suppliers involved in the direct purchase of materials and services had signed the Code of Conduct. In this preliminary phase, the focus was solely on manufacturing partners, due to their strategic role in Poltrona Frau's value chain.

We listen to our customers

Service excellence

APPROACH AND COMMITMENTS

Poltrona Frau engages with a diverse customer base through multiple channels. Data protection and regulatory compliance across customer touchpoints are governed by dedicated policies and procedures. The brand also provides customisation services, allowing clients and retailers to personalise elements such as size, colour and materials to create unique products.

Open and ongoing dialogue with customers is central to understanding their expectations. Supported by a dedicated team of over 30 professionals, the Customer Relationship Management (CRM) service handles every phase of the process, supporting clear communication and the effective handling of enquiries. This approach is built around four key phases:

- **pre-order:** management of quotations and technical assessments, with direct interaction to evaluate the feasibility of customised requests;
- **order management:** real-time tracking of order status and delivery via an interactive interface, supporting transparency throughout the process;
- **transport management:** coordination of deliveries through logistics partners or customer-managed transportation arrangements, depending on shipping terms;
- **after-sale:** ongoing support to collect feedback and address any issues.

CUSTOMER DATA PRIVACY AND SECURITY

Poltrona Frau applies Haworth Lifestyle's Data Protection Policy across customer interactions. The policy governs personal data processing, document storage and IT systems, and Data Protection Impact Assessments. A dedicated **Data Breach Policy** further strengthens the governance and oversight of data security incidents.

To reinforce compliance, Poltrona Frau has appointed an external Data Protection Officer (DPO), who conducts annual audits, supports compliance initiatives and prepares an annual report on key findings and corrective actions. In addition, the brand delivers annual employee training to mitigate cyber risks and ensure full alignment with GDPR requirements. According to the DPO's annual review, in 2025 no privacy complaints were recorded, no cyber incidents affected business operations and no personal data breaches were identified.

2025 PROGRESS AND ACTION

To ensure service excellence in all its touchpoints, Poltrona Frau has built a retail education strategy based on three complementary pillars: the **Poltrona Frau Digital Academy**, **In-Market Training**, and **HQ training**. Through this approach, the brand continues to strengthen its partnerships with nearly 500 retailers and dealers worldwide, delivering training activities across key regions including Italy, Europe, USA and Asia.

The Digital Academy provides online courses in seven languages, covering the brand, its products and services. Training is delivered both locally through In-Market sessions and at the Tolentino headquarters, where participants can experience the production process first-hand. In 2025, these initiatives resulted in more than 50 visits to the headquarters, involving over 300 participants and delivering more than 400 hours of training.

In addition, ahead of the 2025 Milan Design Week, **Poltrona Frau hosted a dedicated Dealers' Preview** for selected EMEA dealers and media representatives. Held in-store, the event brought together top partners and key contacts in an exclusive curated setting, giving attendees the opportunity to place advance orders and secure earlier product delivery ahead of the standard commercial launch.



Product quality and safety

APPROACH AND COMMITMENTS

Poltrona Frau addresses product quality and safety from the early stages of product development. The brand's quality management system is certified to ISO 9001:2015 and, for specific product lines it holds product certifications. Consumer safety is ensured throughout the process, from product conception to production, through compliance tests conducted internally or by external laboratories.

Poltrona Frau 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 along the production line. From product conception to production, the brand remains committed to consumer safety through compliance tests conducted internally or by external laboratories.

2025 PROGRESS AND ACTION

In 2025, Poltrona Frau In Motion improved product quality control and component traceability with several measures, including the development of a camera-based vision system for the real-time inspection of key product characteristics along the production line. Furthermore, the Business Unit also uses the International Material Data System (IMDS) to manage material and chemical composition data, supporting regulatory compliance and transparency on material composition, including the identification of recycled or bio-based content. In addition, it has implemented an AI-based software system to automate material registration and compliance checks, improving data accuracy and operational efficiency^[29].

29. Additional information can be found in the Poltrona Frau In Motion Sustainability Report at the following link.

SYSTEM CERTIFICATION



ISO 9001:2015

An international standard for Quality Management Systems that helps organisations 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.

SYSTEM CERTIFICATION MANDATORY MARKET COMPLIANCE



CE

CE marking is mandatory for all products regulated by European Community directives on “low voltage and electromagnetic compatibility”.



CONSUMER PRODUCT SAFETY COMMISSION (CPSC)

Products comply with flammability standards for upholstered furniture covering the entire U.S. market, as defined by the Consumer Product Safety Commission (CPSC).



CHINA COMPULSORY CERTIFICATION (CCC)

China Compulsory Certification (CCC) certifies the safety, electromagnetic compatibility and environmental protection standards of products manufactured in or imported into China.

VOLUNTARY PRODUCT CERTIFICATIONS



GREENGUARD

A globally recognised 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 off-gassing, contributing to a safer and more sustainable environment.



BIFMA

A non-profit organisation serving business and institutional furniture manufacturers sets guidelines to ensure products meet durability, structural integrity and safety criteria. These guidelines vary from product to product. Adherence to these standards is crucial to mitigate potential problems arising from product use.



UNDERWRITERS LABORATORIES

Underwriters Laboratories (UL) certification is a widely recognised safety certification for products, especially electrical and electronic devices. Underwriters Laboratories tests and certifies compliance with the requirements of the United States market.

LA MAN CHIUDENTE
LA MAN MASCHERATA
LA MAN FRUTTANTE
LA MAN TAGLIANTE
LA MAN VELATA
LA MAN PEZZENTE
LA MAN PREMIATA
LA MAN



LA MAN QUANTATA
LA MAN TRAFETTA
LA MAN LUNATA
LA MAN STELLATA
LA MAN SCRIVENTE
LA MAN ARMATA
LA MAN ROTANTE
LA MAN VEGGENTE

Less pollution

APPROACH AND COMMITMENTS

To mitigate pollution-related impacts, Poltrona Frau follows Haworth Lifestyle's prevention-based approach and complies with the relevant environmental regulations. Within its operations, the brand implements an **ISO 14001-certified environmental management system**, to prevent and monitor air, water, and soil pollution. Further details are provided in the Waste Management section.

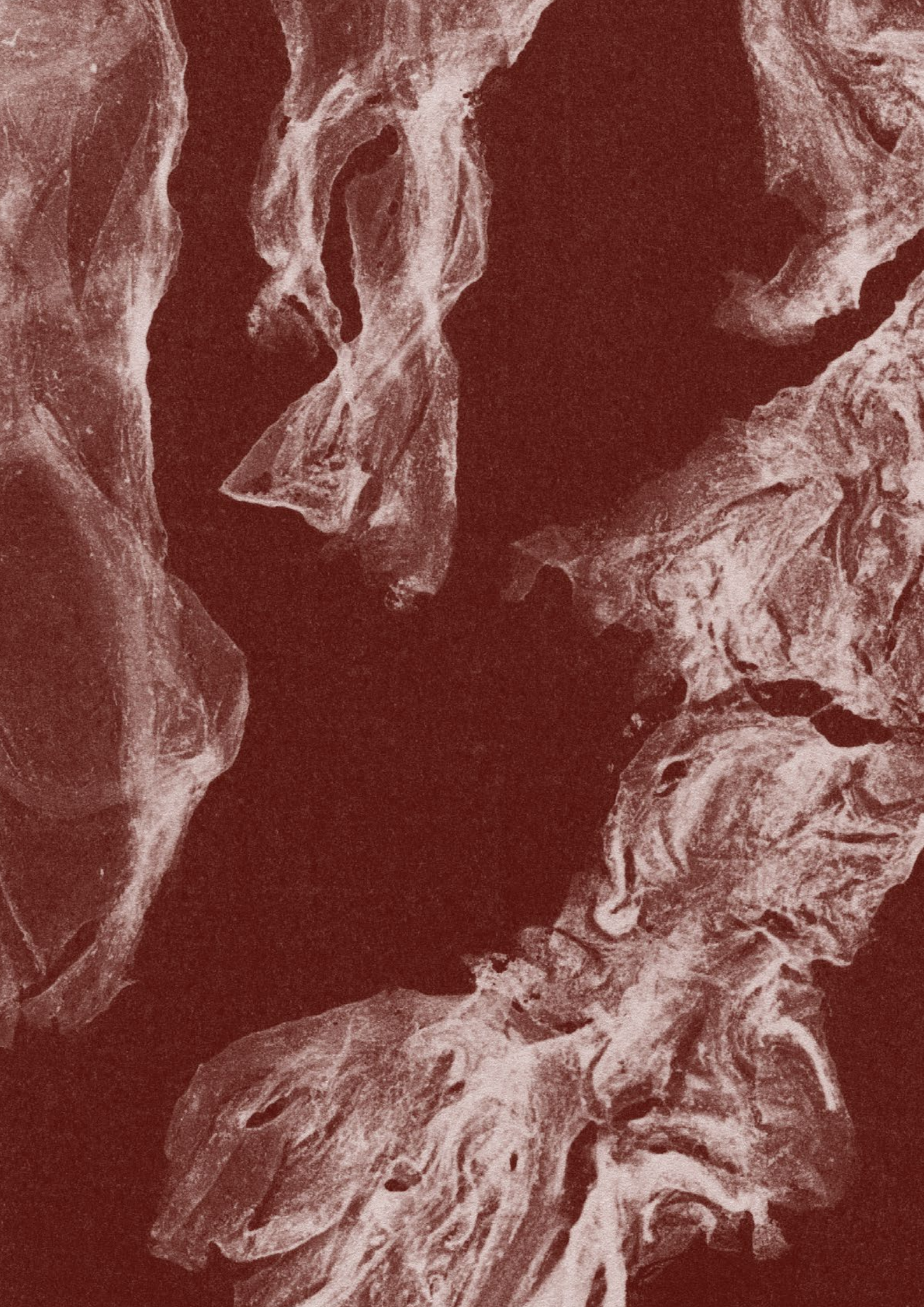
Haworth Group has established a comprehensive **chemical declaration**. This combines a Restricted Substances List – covering over 5,000 monitored chemicals – with a transparency initiative that mandates the disclosure of all chemicals for informed sourcing and proactive regulatory alignment. The framework also includes a broad commitment to reducing Substances of Very High Concern (SVHCs), starting with non-essential and consumer-facing applications, while investing in safer and commercially viable alternatives.

Poltrona Frau continues to strengthen its approach to pollution prevention, building on prior initiatives launched to raise awareness among procurement and technical teams on the safe use of chemicals and their related impacts, including waste, emissions, and products. Across the value chain, Haworth Lifestyle engages suppliers on chemical management topics. In 2024, all brands conducted **PFAS** (Per- and Polyfluoroalkyl Substances or “forever chemicals”) **screenings** and called on suppliers to phase out identified substances. In 2025, supplier engagement expanded to include **compliance assessments** and **awareness initiatives** aimed at supporting regulatory alignment and identifying areas for improvement.

2025 PROGRESS AND ACTION

To ensure effective control of substances of concern, production facilities are subject to regular monitoring and preventive maintenance. In parallel, Poltrona Frau has enhanced its tracking systems to monitor the use of chemicals throughout the phase-out process. In 2025, around 9,700 kg of VOCs (Volatile Organic Compounds) were purchased. Of the volumes managed, 3,200 kg were released into the atmosphere through filtered extraction systems and 4,700 kg were disposed of as waste, remaining below regulatory limits.

Governance: Leading with Integrity



Global Context

The sustainability governance landscape is 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. In parallel, efforts in several jurisdictions to simplify or delay parts of the regulatory framework are leading to 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's responses

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

Extending governance principles across the value chain through standardized general purchase agreement and Supply Chain Code of Conduct.



We honor integrity

Business ethics and human rights

APPROACH AND COMMITMENTS

[G1-1] [G1-2] [G1-3] [G1-4]

Poltrona Frau implements a Code of Ethics, aligned with Haworth Group's Member Code of Conduct, which sets out the core principles of integrity, fairness and accountability. The Code applies to all stakeholders, including board members, employees, contractors, consultants, and third parties acting on behalf of Haworth Group, and is an integral part of the internal control system, helping prevent conflicts of interest, corruption, and unlawful conduct.

Poltrona Frau adopts an Organisation, Management and Control Model in accordance with Italian Legislative Decree 231/2001, reinforcing its commitment to ethical, transparent and responsible business practices. The Model seeks to manage and prevent unlawful conduct within the brand, while the Supervisory Body oversees its effectiveness and addresses any non-compliance.

2025 PROGRESS AND ACTION

[S1-3]

WHISTLEBLOWING PROCEDURE

The brand has a Whistleblowing Committee composed of legal and HR representatives, an internal auditor and the president of the Supervisory Board. The Committee reviews and handles reports received through **dedicated anonymous channels made available by Haworth Group to members and external stakeholders for the reporting of unethical behaviour, misconduct, or breaches of brand policies**. A 24/7 Ethics Helpline and an anti-retaliation policy further support the reporting system and protect individuals reporting in good faith.

In 2025, no reports were submitted.

ANTI-CORRUPTION COMMITMENT

Poltrona Frau endorses the anti-corruption principles outlined in the United Nations Convention Against Corruption and adopts a zero-tolerance approach to bribery. In 2025, 245 members completed Ethics & Code of Conduct training, while 113 took part in a course on Italian Legislative Decree 231. The Supplier Code of Conduct also requires adherence to anti-bribery laws and ethical business standards across the value chain.

No convictions or fines for violations of laws related to corruption were recorded by Poltrona Frau in 2025.



100

ESRS and GRI content index

[ESRS 2 IRO-2]

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

Code	Disclosure Requirements	Page
ESRS 2	General Information	
BP-1	General basis for preparation of sustainability statements	30
BP-2	Disclosures in relation to specific circumstances	30
GOV-1	The role of the administrative, supervisory and management bodies	24
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	35
GOV-4	Statement on due diligence	24
GOV-5	Risk management and internal controls over sustainability reporting	35
SBM-1	Strategy, business model and value chain	20,23,33
SBM-2	Interests and views of stakeholders	36
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	31
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	31
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	101
ESRS E1	Climate Change	
E1-1	Transition plan for climate change mitigation	46
E1-2	Policies related to climate change mitigation and adaptation	46
E1-3	Actions and resources in relation to climate change policies	47
E1-4	Targets related to climate change mitigation and adaptation	46
E1-5	Energy consumption and mix	49
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	49

Code	Disclosure Requirements	Page
ESRS E5	Circular Economy	
E5-1	Policies related to resource use and circular economy	52, 55, 59, 64
E5-2	Actions and resources related to resource use and circular economy	52, 53, 56, 60
E5-3	Targets related to resource use and circular economy	52, 55, 59, 64
E5-5	Resource outflows	53
ESRS S1	Own Workforce	
S1-1	Policies related to own workforce	70
S1-2	Processes for engaging with own workers and workers' representatives about impacts	73
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	99
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own	73, 74, 78, 82
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	70, 79, 82
S1-6	Characteristics of the undertaking's members	70, 72, 78, 79
S1-7	Characteristics of non-member workers in the undertaking's own workforce	70, 72
S1-9	Diversity metrics	79
S1-10	Adequate wages	73
S1-13	Training and skills development metrics	82
S1-14	Health and safety metrics	74, 76
S1-15	Work-life balance metrics	73
S1-16	Compensation metrics (pay gap and total compensation)	79

Code	Disclosure Requirements	Page
ESRS S2	Workers in the Value Chain	
S2-1	Policies related to value chain workers	87
S2-2	Processes for engaging with value chain workers about impacts	87
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	87
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	87
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	87
ESRS G1	Business Conduct	
G1-1	Corporate culture and Business conduct policies and corporate culture	98
G1-2	Management of relationships with suppliers	98
G1-3	Prevention and detection of corruption and bribery	98
G1-4	Confirmed incidents of corruption or bribery	98
G1-6	Payment practices	86

Poltrona Frau has reported the information cited in this GRI index for the period from January 1 to December 31, 2025, with reference to the GRI Standards and using GRI 1: Foundation 2021.

GRI Standards	Disclosure	Location
GRI 204: Procurement Practices 2016	204-1 Portion of spending on local suppliers	86

Ceccotti Collezioni



CECCOTTICOLLEZIONI

Company profile

Over 60 years of history in craftsmanship and design.

Ceccotti Collezioni was established in 1988, building on a family tradition in woodworking that began in Cascina, Tuscany, in 1956. Originally known as Ceccotti Collezioni Aviero, the company first specialised in household furniture before becoming renowned for hotel furnishings. Its collaborations with leading international hotel groups, including Trusthouse Forte, Sheraton and Ciga, brought the company global recognition while remaining deeply connected to the artisan heritage of its territory.

Thanks to Aviero's youngest son, Franco Ceccotti, and designer Roberto Lazzeroni, the company's artisanal approach evolved into a distinctive path of contemporary design research. This led to the creation of Ceccotti Collezioni and its first collection, Dedos Tenidos. Inspired by new forms and materials, as well as by the eclectic and surrealist worlds of Gaudí, Mollino and 1950s Scandinavian design, Ceccotti Collezioni creates furniture defined by organic sinuosity and soft, anthropomorphic forms that flow into fluid profiles.

Today, Ceccotti Collezioni embodies the spirit of fine craftsmanship, blending tradition with contemporary ideas to create desirable hand-crafted pieces that are 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. **One of Ceccotti Collezioni's most iconic products is D.R.D.P., inspired by De Chirico's painting Double Rêve Du Printemps.**

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 truly remarkable product engineering. The brand seeks to reinterpret and innovate artisanal craftsmanship, with a natural orientation towards luxury and expertise that combines artisan mastery with modern technologies. This approach to luxury through tangible, meaningful experiences reflects the company's loyalty 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.

Mission

Create timeless, elegantly crafted products that embody understated luxury and artisanal expertise, using solid wood and traditional craftsmanship to deliver lasting value and uncompromising quality to discerning clients worldwide.

Vision

Craft innovative designs that shape the future of living and working, prioritizing quality and harmony with people and their environments.



2025 Awards

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

2025 Partnerships and collaborations

- **The DUO collection:** a collaborative project with Poltrona Frau involving the creation of furniture made by skilled artisans at the brand’s Tolentino and Cascina production sites. Designed by Roberto Lazzeroni, the collaboration combines Poltrona Frau’s expertise in leather craftsmanship with Ceccotti Collezioni’s mastery of woodworking. The collaboration spanned three editions and in 2025 included the Night area, with the DUO Valet Stand, Bedside Table, Vanity, Chest of drawers and Triptych mirror, alongside Poltrona Frau’s DUO Bed. The collaboration exemplifies the principle of shared creativity, with the joint efforts of Poltrona Frau and Ceccotti Collezioni resulting in a collection that reaches new creative and conceptual heights.
- **3daysofdesign, Copenhagen:** during the 3daysofdesign festival, held every June in Copenhagen, Ceccotti Collezioni presented some of its iconic pieces at the premises of its local partner, Rue Verte. The display featured the DC 80 armchair with the DC 60 ottoman, alongside After Glow lamps in both ceiling and floor-standing versions. All items were designed by Vincenzo De Cotiis, who combines fine materials and sculptural forms to explore the balance between art and function.
- **Courmayeur Design Weekend in White:** at the foot of Mont Blanc, the fifth edition of Courmayeur Design Weekend hosted the exhibition “Continuiamo ad andare in bianco” (We’re still doing white), curated by Design Weekend veterans 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 rigorously in a white palette during Ostuni Design Weekend in June.

- **T-Bone at Jaime Hayon's Le Miroir exhibition:** from June to September 2025 Ceccotti Collezioni showcased 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 spaces created by leading global designers and brands. Ceccotti Collezioni took centre stage in the studio designed by Staffan Tollgård in collaboration with Phillip Jeffries, the iconic artisanal wallcovering producer. The space embodied the “fil rouge” philosophy, a conceptual thread connecting every element of the project, presenting a vision that blends function, sculptural form, and organic beauty. The installation featured the Bean desk, the Neverfull storage unit, and the Golden Cage bookcase.



Highlights 2025

ENVIRONMENT: COMMITMENT AND PERFORMANCE

27%

of total energy supplied by the
rooftop photovoltaic system

100%

from renewable sources

116m³

of wood scraps repurposed
for internal energy recovery

ENERGY EFFICIENCY AND EMISSIONS REDUCTION

Ceccotti Collezioni is committed to improving energy efficiency, minimizing waste and fostering sustainable resource use. The brand is upgrading its rooftop photovoltaic plant to cover 60% of total energy requirements. In 2025, the brand adopted a new LED lighting system, giving estimated energy savings of approximately 20 MWh per year.

Total energy consumption	2025
	MWh
Total energy consumption	952

Purchased electricity	2025	
	MWh	%
From renewable sources	694	100%
From non renewable sources	0	0%

Energy consumption from non-renewable sources	2025
	MWh
Total energy consumption from non-renewable sources	0
i. Non-renewable sources	0
Coal and coal products	0
Diesel for company fleet	0
Gasoline for company fleet	0
Natural gas	0
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 (%)	0%

Energy consumption from nuclear sources	2025
	MWh
Total energy consumption from nuclear sources	0
Nuclear sources in total consumption (%)	0%

Energy consumption from renewable sources	2025
	MWh
Total energy consumption from renewable sources	952
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	694
Electricity from renewable sources	694
Heat from renewable sources	0
Steam from renewable sources	0
Cooling from renewable sources	0
iii. Self-generated non-fuel renewable energy	258
Self-generated non-fuel renewable energy	258
Renewable sources in total consumption (%)	100%

Energy production	2025
	MWh
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	258

Scope 1&2 emissions	2025
	tons CO ₂ eq
Total Scope1&2 emissions market-based	0
Scope 1	0
Scope 2	0
Total Scope1&2 emissions location-based	179
Scope 1	0
Scope 2	179

WASTE MANAGEMENT

By repurposing wood scraps generated during production, Ceccotti Collezioni produces energy for heating its facilities while extending the use of materials and reducing waste. Over the year, 116 cubic metres of scraps were collected, vacuum-extracted and incinerated. Building on this initiative, Ceccotti Collezioni launched a project to track and monitor discarded solid wood, including previously untracked 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 boosting overall resource efficiency.

SUSTAINABLE MATERIALS

During the year, Ceccotti Collezioni evaluated the implementation of a **solvent recycling system** for **acetone**, aimed at reducing total disposal by reusing the solvent to clean paint spray guns instead of using pure acetone. The technical feasibility was assessed, while discussions with the Health and Safety Manager continued throughout the year to determine the appropriate installation method and location. The initiative will be completed in 2026 with the installation of the system.

SOCIAL: BUILDING EXCELLENCE TOGETHER

76

members, 96% of whom are employed on permanent contract

0

work-related injuries

3

young talent from the professional school of Art in Cascina involved in combined school-and-work programme

In 2025, Ceccotti Collezioni had 76 members, representing a 3% increase compared with 2024, all based in Italy. Workforce stability improved, with permanent employees accounting for 96% of the total, equal to 73 employees and a 4% increase in absolute terms. Women accounted for 30% of the total workforce. In terms of age distribution, the under-30 cohort grew by 18%, reflecting recruitment of younger talent, while the over-50 group also increased (+11%), resulting in a slightly more polarized age profile.

S1-6 | Characteristics of the undertaking's employees

Employees by country	2024		2025		Δ
	n.	%	n.	%	
Total employees	74	100%	76	100%	+3%
Italy	74	100%	76	100%	+3%

Employees by gender and type of contract (n.)	2024				2025				Δ
Gender ^[30]	Male	Female	Other	Total	Male	Female	Other	Total	%
Total employees	53	21	0	74	53	23	0	76	+3%
Number of permanent employees	50	20	0	70	51	22	0	73	+4%
Number of temporary employees	3	1	0	4	2	1	0	3	-25%
Number of non-guaranteed hours employee	0	0	0	0	0	0	0	0	

S1-9 | Diversity metrics

Distribution of employees by age group	2024		2025		Δ
	n.	%	n.	%	%
Total employees	74	100%	76	100%	+3%
<30 years	11	15%	13	17%	+18%
30-50	35	47%	32	42%	-9%
> 50 years	28	38%	31	41%	+11%

OCCUPATIONAL HEALTH AND SAFETY

In 2025, as part of its ongoing efforts to improve operational processes, Ceccotti Collezioni launched the **Idea Box** project, aimed at employees wishing to propose ideas or share suggestions relating to 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, an employee was rewarded for proposing a support system that allows immediate adjustment of the workpiece holder on CNC (Computer Numerical Control) machines, used in woodworking and furniture manufacturing to cut, drill, mill, and shape wood.

30. Gender as specified by employee themselves.

To ensure a safe and healthy work environment, Ceccotti Collezioni installed and upgraded workplace systems. Specifically, an automated crane system was introduced to handle large marble slabs, improving operational efficiency while reducing the risks of manual handling. The facility also upgraded its dust extraction systems, replacing outdated equipment with high-efficiency filtration technology to improve air quality. In the carpentry machining and sanding departments, the installation of high-performance extraction systems and electro-pneumatic dampers further optimised airflow management.

In 2025, Ceccotti Collezioni reported no work-related injuries or illnesses, and no fatalities.

TALENT ATTRACTION AND RETENTION

In 2025, Ceccotti Collezioni supported **school-to-work** pathways with the launch of three partnerships with educational institutions: 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 established in collaboration with the University of Pisa, alongside a total of four extracurricular internships, bringing the total to five placements across the three partner institutions.

In 2025, the total turnover rate was 0%.

S1-6 | Characteristics of the undertaking's employees

Turnover	2024				2025				Δ
	Male	Female	Other	Total	Male	Female	Other	Total	
Gender ^[31]									%
Total number of leaves (n.)	5	1	0	6	0	0	0	0	-100%
Turnover rate (%) ^[32]	9%	5%	-	8%	0%	0%	-	0%	-

31. Gender as specified by employee themselves.

32. 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.

MEMBER TRAINING AND DEVELOPMENT

In 2025, Ceccotti Collezioni continued to nurture its connection with the local community, with a focus on **preparing the next generation of artisans**, vital for the continuation of traditional craftsmanship. This year, 3 talented young people from the professional school of Art in Cascina (Tuscany) are taking part in **school-and-work programme**, combining theoretical learning with on-the-job experience. Under the guidance of Ceccotti Collezioni's craftspeople, they are being introduced to the delicate **art of production**, ensuring the preservation of time-honored techniques while fostering the talent of a new generation of skilled professionals.

SERVICE EXCELLENCE

In 2025, **Ceccotti Collezioni organised on-site visits** with partners – primarily retailers, 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). The product complaints process is based on the systematic collection of evidence, including photographs and detailed descriptions, which are recorded and reviewed together with the production team to assess the validity of each claim and define corrective actions where needed. All complaints are fully tracked, and meetings are held every 3–4 months with production teams, supported by slides and photographic analysis, to identify trends and prevent the recurrence of issues. Additionally, a **new Product Care FAQ section** is under development for the website, with the aim of raising customer awareness and facilitating appropriate care and the long-term preservation of delicate products.



