

Cassina



THE CASSINA
PERSPECTIVE
ON SUSTAINABILITY

SUSTAINABILITY
REPORT
2024



THE DESIGN DIVISION

In 2024 the Haworth Lifestyle Design Division was founded, the new organisation that brings together four iconic international design brands, Cassina, Karakter, Zanotta and Cappellini, under the guidance of Luca Fusco.

This strategic evolution stems from the desire of the Haworth Lifestyle Group and parent company Haworth Inc. to strengthen synergies between related brands, while retaining and promoting the specific qualities and identity value of each.

Consistent with the new organisational structure, Cassina's 2024 Sustainability Report includes two final Annexes dedicated to **Zanotta** and **Cappellini**. These two brief but detailed overviews set out key facts and data relating to the two brands, marking a first step towards an increasingly extensive and integrated reporting process.

THE CASSINA PERSPECTIVE ON SUSTAINABILITY

With its fourth Sustainability Report, Cassina aims to accurately document its environmental, social and governance achievements in 2024, reflecting the brand's continued focus on a responsible development model. The document is divided into four sections, voluntarily prepared in accordance with the European Sustainability Reporting Standards (ESRS), with the aim of providing a clear and structured view of sustainability measures at Cassina.

01

THE CASSINA PERSPECTIVE

Outlines the brand's identity and values, its global presence and approach to sustainability. It also highlights the governance structure adopted by the Haworth Lifestyle Group, as well as its consistency with shared values and a double materiality analysis.

02

OUR PERSPECTIVE ON PRODUCT

Addresses new solutions in materials, packaging and circular design. Special emphasis is placed on product quality and safety, underlining the importance of responsible sourcing throughout the entire supply chain.

03

OUR PERSPECTIVE ON PEOPLE

Focuses on the value of people, placing emphasis on the well-being of members, the promotion of diversity, inclusion and talent development. It also promotes customer centricity while highlighting the brand's deep connection with the local area.

04

OUR PERSPECTIVE ON THE PLANET

Concentrates on actions aimed at mitigating climate change, improving energy efficiency and reducing pollution.

A detailed overview at the end of the Report sets out how the information on sustainability provided by Cassina meets the quantitative reporting requirements of the **ESRS**.

The report ends with two brief sections summarizing the performance of **Zanotta** and **Cappellini** in the 'Product', 'People' and 'Planet' sections, in keeping with the model adopted by Cassina.

To ensure that reporting by the Haworth Lifestyle brands led by Haworth Inc. is comprehensive and structured, this Report is linked to other key publications:

Haworth Lifestyle Sustainability Report 2024

which presents a more detailed look at the sustainability performance of the Haworth Lifestyle Group brands. The report is available at the following [link](#).

Haworth Inc. CSR Report 2024

which covers the complete scope of Haworth Inc. and its subsidiaries, including brands and initiatives outside Haworth Lifestyle, thus offering a holistic view of the Group's overall sustainability strategy. The report is available at the following [link](#).



LETTER TO OUR STAKEHOLDERS

In 2024, the market experienced a reflective phase, dominated by general uncertainty due to the international geopolitical and macroeconomic context. In this complex scenario, Cassina maintained its position as a market leader, supporting the consolidation of its retail network and continuing to invest in the optimisation of production processes, as well as in the development of cutting-edge products.

The objective of building responsible growth remains a cornerstone for the brand, guiding its strategic choices through an integrated vision in which the adoption of sustainable practises permeates all areas of activity, both in terms of environmental sustainability and corporate social responsibility.

2024 represented a year of important recognition for Cassina. Testimony of the ongoing attention towards our people, we obtained the 'Top Employers' certification, a significant achievement that confirms the positive impact generated in our employees' lives through the adoption of excellence standards in Human Resources.

In terms of product recognition, ADI – the Association for Industrial Design – awarded us the Compasso d'Oro Lifetime Achievement for the iconic 699 *Superleggera* chair by the maestro Gio Ponti, as well as an Honourable Mention for the *Esosoft* system by Antonio Citterio, recognised for its advanced and conscious design.

The year marked continuity in the journey undertaken by Cassina to make design innovation central to product research and development. Particular focus was given to the use of recycled materials and bio-based foams, now adopted as standard in all padding, as well as to the disassemblability, in many cases total, of the products.

Among the most representative models are the re-edition of *Cornaro*, designed by Carlo Scarpa in 1973, and the evolution of *Dudet* by Patricia Urquiola, presented this year as both a dining sofa and an armchair for the living area.

In parallel, the brand is constantly committed to researching new solutions that follow circular economy principles. During Milan Design Week, for example, we previewed a project aimed at giving new life to production waste.

In my role as Chief Executive Officer of the Design Division of the Haworth Lifestyle Group, the new organisation that brings together Cassina, Karakter, Zanotta and Cappellini I intend to give increasing priority to ESG issues, while fully respecting the identity and distinctive values of each brand.

In the pages of this Sustainability Report, you will therefore find a concrete overview of the work carried out by these companies, in an ongoing commitment aimed at creating lasting value for people, local communities and the environment through innovative, authentic and responsible design, with the goal of shaping new horizons in the furniture sector.

Luca Fuso
Chief Executive Officer Design Division
HAWORTH Lifestyle





THE CASSINA PERSPECTIVE

Our contribution to bring a new perspective on the future

In a world in constant evolution, the concept of sustainability extends its boundaries to conquer new directions, principles, people and horizons.

Thanks to its unique perspective, Cassina has established itself over time as an Italian company that represents design excellence throughout the world.

Today, that perspective continues to expand to the realm of sustainability through a circular vision capable of combining history and avant-garde, authenticity and innovation, passion and technology to respect, protect, create and promote design.

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2024 HIGHLIGHTS

Design Division

The new organisation that brings together Cassina, Karakter, Zanotta and Cappellini

Compasso d'Oro

Gio Ponti's 699 *Superleggera* chair wins a Compasso d'Oro Lifetime Achievement Award

Top Employers

Recognition of the brand achieving the highest standards in HR

ON PRODUCT

CircularTool®

The circularity measurement tool to support research and development, also for the 2024 products

ON PEOPLE

47%

The share of women in the workforce

ON PLANET

43%

Of total global energy consumption is derived from renewable sources

Dudet & Cornaro

Two iconic products developed with a focus on circularity and design for disassembly

Quality Week

An initiative dedicated to training members on the materials used by the brand

4.2 tons

Of reused leather waste

99%

The share of packaging expenditure allocated to reusable, recyclable or compostable materials

Managing Generations

Bringing generations closer by managing differences to create value

Digitalisation

Using new information systems to reduce logistical and operational inefficiencies



Milestone: Compasso d'Oro

At the XXVIII Compasso d'Oro ceremony, held at the ADI Design Museum in Milan on the 20th of June 2024, the iconic 699 *Superleggera* chair by Gio Ponti was awarded the Compasso d'Oro Lifetime Achievement Award, while the *Esosoft* system designed by Antonio Citterio received an Honourable Mention.



Recognised by Gio Ponti himself as one of his three masterpieces, alongside the Pirelli skyscraper in Milan and the Taranto Cathedral, **the 699 *Superleggera* chair is an icon of formal perfection and equilibrium between solidity and lightness.** The model, resulting from the *master's* research combined with the experimentation skills and workmanship of Cassina's carpenters, has been in continuous production by the brand since 1957.

This important recognition sees **the 699 *Superleggera* chair enter the Historical Collection of the ADI Compasso d'Oro Award and marks the fifth Compasso d'Oro won by Cassina since 1954.**

Among the products awarded an **Honourable Mention** by the jury, **Antonio Citterio's *Esosoft* living system**, the architect's debut project for Cassina, **recognised for its modern and conscious design.**



Milestone: Top Employers

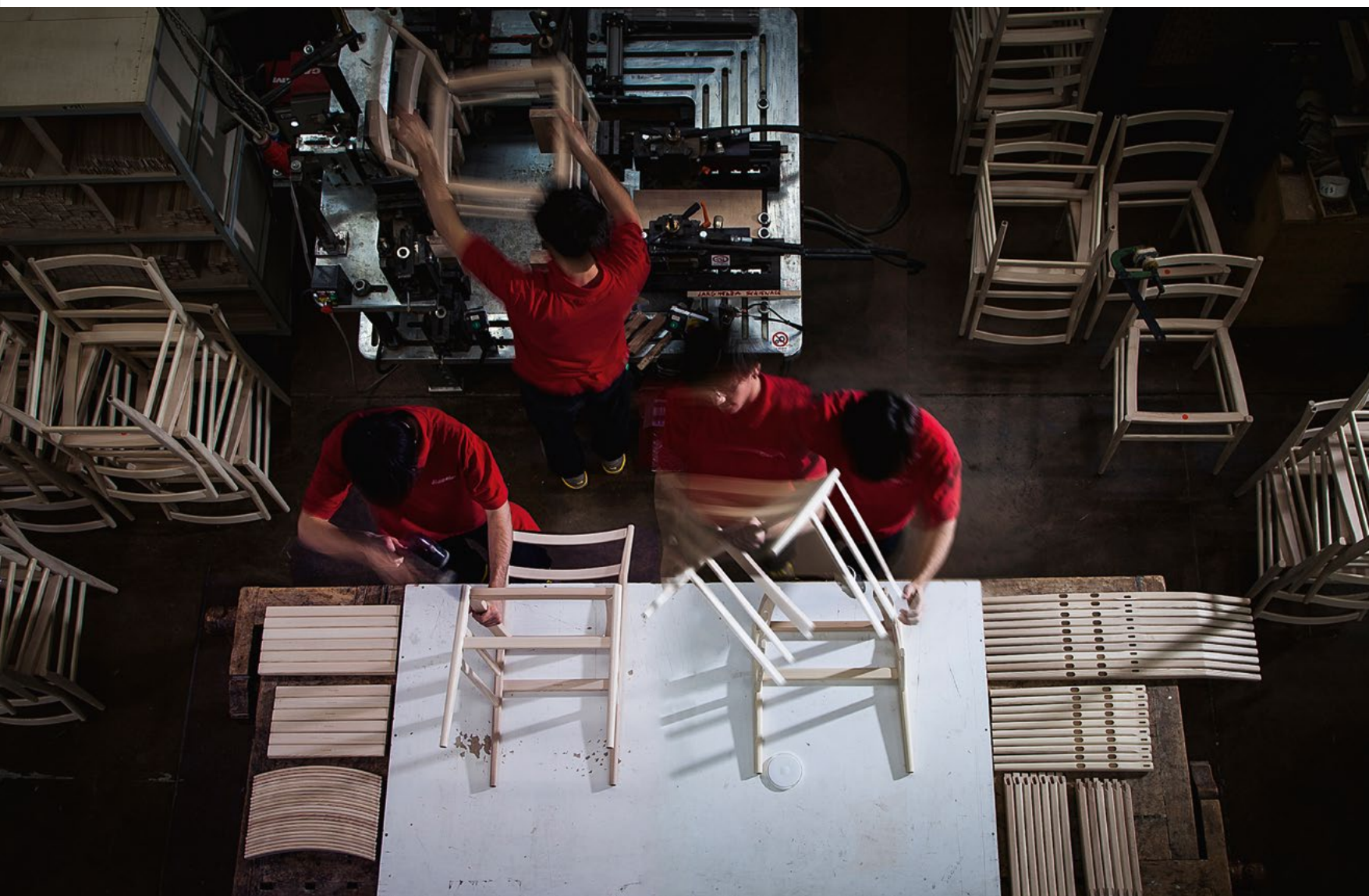


Cassina has received Top Employers certification for 2024, reserved for companies that meet the highest standards in HR.

Awarded by the Top Employers Institute to enable companies to assess and improve their work environment, this recognition is exclusively reserved for businesses that have made a positive impact on the lives of their employees through excellence across multiple areas including human resources strategy and management, training and professional development, employee

well-being and engagement, diversity and inclusion and corporate culture.

The Top Employers certification confirms Cassina's continued focus on creating an excellent work environment that values and supports its members.



THE CASSINA PERSPECTIVE

[ESRS 2 SBM-1]

Cassina has been designing the future of interiors for almost 100 years. Founded by Cesare and Umberto Cassina in Meda in 1927, the brand brought industrial design to Italy in the 1950s, taking an entirely new approach that marked the transition from artisanal to serial production.

Cassina has always had a pioneering attitude thanks to its commitment to research and innovation, combining cutting-edge technological skills with traditional craftsmanship.

Over the years, it has worked with important architects, designers and creatives to envision new forms and transform them into projects.

Today, **'The Cassina Perspective'** expresses the brand's vision and values through an eclectic collection in which the most innovative products and icons from the Modern Movement are combined to create welcoming atmospheres, dialoguing according to a **unique design code defined by**

excellence. This holistic philosophy of the home, from the living and dining areas to the bedroom and outdoors, is completed with the *Details* accessories collection and a catalogue of signature lighting.

The brand also has a **Cassina Custom Interiors** division that boasts an extensive and established experience in the contract sector. Specialising in the development of exclusive projects for fashion boutiques, showrooms, restaurants and luxury hotels worldwide, the division works with leading architects and designers. Together, they create turnkey solutions that combine the design and manufacture of bespoke furnishings, often defined by excellent craftsmanship.



FOCUS ON: CASSINA CUSTOM INTERIORS

Automotive Retail Project

A recent concept developed by a French studio for a network of more than 200 international showrooms in the luxury automotive sector, stands out for its attention to sourcing furniture from verified Italian supply chains. All the upholstered furniture, benches and cupboards, developed by Cassina Custom Interiors, were engineered and produced with certified materials with a focus on the products' disassembly thanks to the use of mechanical components that make it easier to take them apart and recycle at the end of their life cycle, in keeping with the brand's circular economy vision.

Private Residence Project

The private residence Borgo Champlas Seguin renovation project involved the use of spruce wood with original patina, sourced from panelling recovered from disused mountain huts and stables. Given its non-uniform nature, the material needed to be carefully selected to ensure compliance with the aesthetic and functional specifications of the architectural design. Cabinets, shelves and other fixed furniture elements were made from the same wood, helping to reduce the use of virgin materials. This was used in combination with pre-existing furnishings, sourced locally, and galvanised iron metal structures, resulting in an intentional textural contrast between warm wooden surfaces and cooler industrial elements.

GLOBAL PRESENCE

Cassina is present throughout the world thanks to its extensive network, with 11 Directly Operated Stores in Meda (HQ), Milan, Lentate sul Seveso (Factory Store), London (2), Madrid, Miami, New York and Paris (3).



10

Directly Operated Stores (DOS)



1

Factory Store, directly operated



40

Cassina Stores



124

Cassina corners and branded spaces



803

Authorised retailers

A NEW LOCATION FOR THE CASSINA STORE MADRID

In October 2024, Cassina unveiled the new location of its Madrid store in the city's elegant and sophisticated Salamanca district. Significantly bigger than the previous point of sale (775 m² compared to 244 m²), it has been designed to feel like home and fully reflects 'The Cassina Perspective,' philosophy, showcasing a unique collection that spans over twelve decades of design.

The new Cassina Store Madrid represents a significant chapter in consolidating the brand in Spain and is aimed at influencing the regional architecture and design sector.

In 2024, the expansion of the Cassina Store network continued with the opening of new branded retail locations, including its first store in Canada, in Toronto, and two new stores in China in the cities of Chongqing and Zhuhai.



Cassina Store Madrid, ph.German Saiz



Cassina Store Madrid, ph.German Saiz

Value chain

[ESRS 2 SBM-1]

Cassina works daily on multiple fronts to chart new horizons in the furniture industry, adopting an increasingly responsible approach towards both the environment and people.

Everything originates from 'The Cassina Perspective', the brand's unique vision of the home. The designers work in close collaboration with the Research and Development Centre, Marketing, Industrialisation and Production teams to create products that align and respect this philosophy, combining aesthetics and functionality and by selecting materials that meet strict criteria of quality, durability and stylistic consistency.

Raw materials and strategic semi-finished products – such as fabrics, padding, leather and wood – are sourced from a network of suppliers selected for their quality, workmanship excellence and technical expertise. The choice of materials is made in close synergy between the Research and Development Centre, the Industrialisation team, the artisans and designers to ensure that they are in line with the defined strategy and product objectives, honouring the brand's identity.

The development of each design follows an iterative and circular process, involving constant dialogue between the brand, the

designers and the suppliers in order to best define every detail of the project.

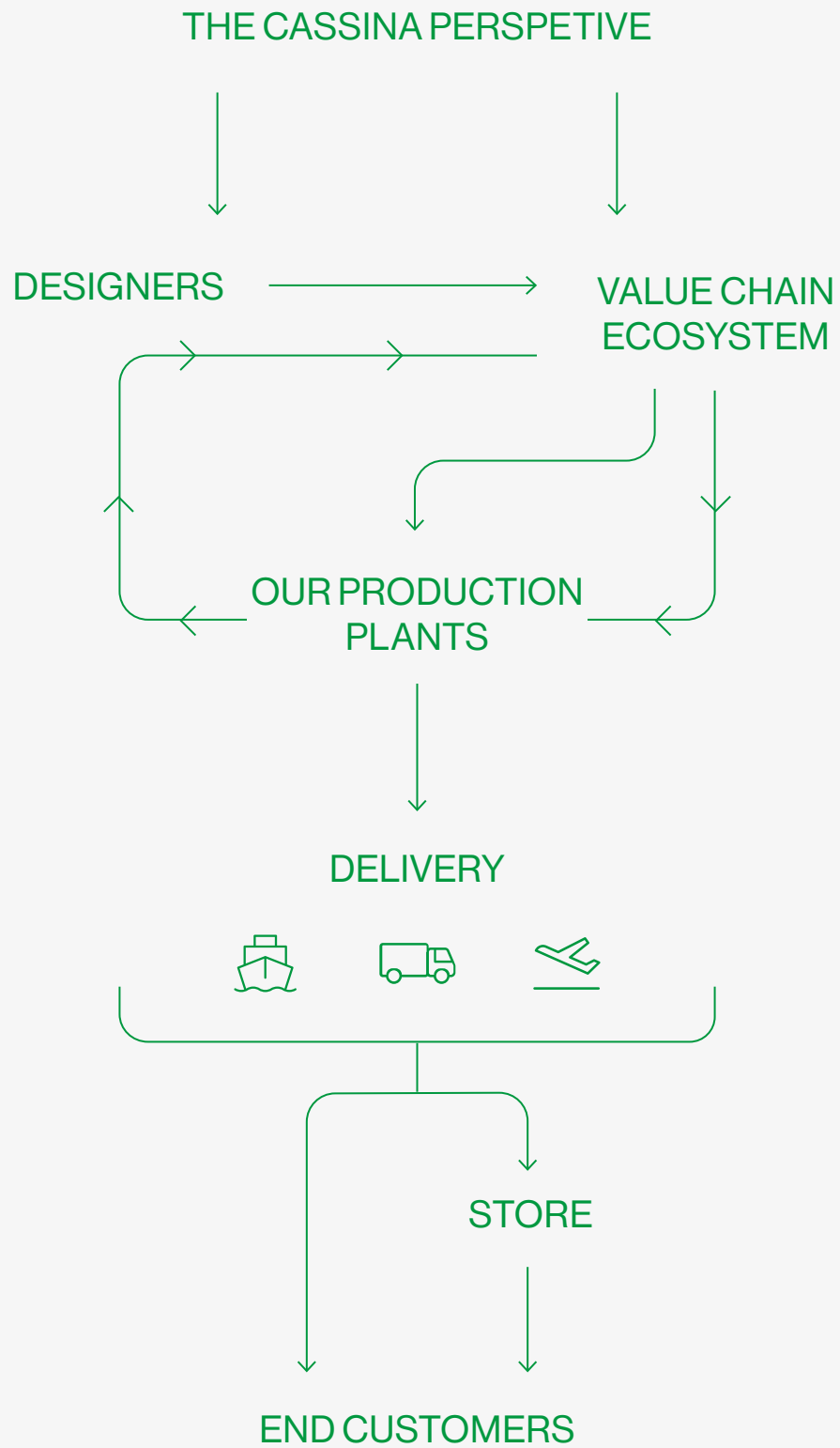
During the manufacturing process a rigorous monitoring system is implemented in every phase in order to guarantee the highest quality and excellence. Skilled craftspeople carry out the production and finishing of frames and structures. Cutting, sewing and finishing operations are performed with artisanal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

Once finalised, the products are packaged and distributed through various logistics channels – by land, sea or air – to reach stores, private customers or contract projects. Outbound logistics activities are centrally managed by Haworth Lifestyle to ensure efficiency and traceability.

Designed to stand the test of time, Cassina's designs are considered true icons and are appreciated worldwide for their manufacturing excellence and structural solidity.



THE CASSINA VALUE CHAIN



Manifesto

Vision

Design at the Core.

Mission



Respect, Protect, Create and Promote Design.

Provide complete and curated proposals for in and outdoors featuring timeless products that express the company's prerogative to foster unique design and manufacture excellence in a quest for uncompromising innovation.

Become the preferred partner for our customers through iconic projects, constant research, undisputed quality, unparalleled service and top-rated customer satisfaction.

Our Values

Cassina's values reflect its uniqueness, serving as a benchmark for its members and collaborators in professional interactions.



Experimentation research and innovation

Courage to experiment

feeding creativity to drive progress and increase quality, always maintaining our position as a first mover with a pioneering approach to design, from the conception of the initial idea to the research, development and promotion of each product, in collaboration with the most advanced thinkers.

Clear sightedness in bringing original and innovative ideas to life

widening our horizons to create brilliant synergies and unforgettable partnerships.

Promotion of well-being and sustainability

thanks to the conscious approach of Cassina LAB in researching innovative materials, advanced solutions and alternative production processes, without sacrificing performance, durability or comfort.

Inclination and long tradition for custom interiors

that began in the '50s with a series of commissions for cruise liner interiors, to expand and encompass important turnkey projects and furniture supplies for the hospitality, retail and executive office sectors.



Authenticity and tradition

Respect of accuracy and authenticity

in the reissue of great international icons

always involving the highest expertise to faithfully safeguard the author's original intent.

Painstaking research to implement the highest quality

authentic materials adapt for each single project.

Constant focus on

excellence thanks to the work of generations of skilled artisans who continue to pass down the passion for crafting the finest furniture, a tradition deeply rooted in the Brianza area of northern Italy.

Continuity between past and present

The ability to evolve, to relate to the present and foresee the future of design by consulting and updating our profound history while safeguarding our DNA.



Esosoft Bed by Antonio Citterio – Cassina, ph. Francesco Dolfo



Craftsmanship expertise and industrial know-how

Meticulous handcraftsmanship combined with cutting edge technological skill

in the production of upholstered and wooden products that are made to last.

Complex solutions that combine technical excellence

on the inside and timeless elegance on the outside.

Perfection brought to life by the most expert hands

each piece is assembled with maximum care to create refined and durable pieces.

Absence of screws and nails in the carpentry workshop

where, since its foundation, Cassina has cut, carved and shaped wood to create new designs that combine aesthetics and function. Here, high-quality carpentry, exceptional joinery and state of the art technology come together to propose intelligent solutions for the most complex designs.

Research

and implementation of the most avant-garde machinery.



Cultural influence

Generation of a contemporary design

aesthetic nourished by innovative expression, cross fertilization, exceptional collaborations and cultural connections.

Production of the milestones of contemporary design

exhibited in the most important museums worldwide.

Contribution to the diffusion of the works

of the designers and architects of the Cassina collections by promoting cultural initiatives and exhibitions worldwide.

Interpretation of and reflection on social change

through ongoing research and experimentation to create a harmonious relationship between people and the spaces they inhabit, always looking towards future living scenarios.

Foundation of a legacy

each Cassina product acquires value and is proudly passed from generation to generation.



At the same time, Cassina shares Haworth Inc.'s values, at the core of the organisation's internal 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 talents, expertise and knowledge.

We Rely on Our Members

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

We Honor Integrity

We believe that honesty, transparency and accountability are the foundation of trust. We build mutually beneficial business relationships, going beyond legal and ethical practises, to meet our commitments while upholding our values.

We Embrace Continuous Learning

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

We Lead with Design

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

We Create Value

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

We work to make the world a Better

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



History

FOUNDATION



1927

The company 'Amedeo Cassina' was founded in Meda, in the province of Monza and Brianza, in 1927 on the initiative of the brothers Cesare and Umberto Cassina.

LE CORBUSIER, PIERRE JEANNERET AND CHARLOTTE PERRIAND - THE DESIGN



1928

Le Corbusier, Pierre Jeanneret and Charlotte Perriand design a furniture collection featuring a metal structure, which is presented at the Salon d'Automne in Paris in 1929.

CASSINA CUSTOM INTERIORS - FOUNDATION



1952

The Cassina Custom Interiors segment is established to furnish the great transatlantic liners, developing over time to create interiors for public spaces such as hotels, restaurants, museums and fashion boutiques.

FIRST COMPASSO D'ORO AWARD



1954

Cassina wins its first Compasso d'Oro for the 683 chair by Carlo de Carli.

COMPASSO D'ORO AWARD



1979

Cassina wins its third Compasso d'Oro for the *Maralunga* sofa by Vico Magistretti; the design has a profound impact on the international market and is considered revolutionary thanks to the insertion of a simple bicycle chain that allows its backrest to be moved in different positions.

CASSINA CUSTOM INTERIORS



1980

Cassina Custom Interiors is formalised as a division that offers design services and the production of tailor-made furniture for the hospitality, automotive, luxury and fashion sectors.

COMPASSO D'ORO AWARD



1991

Cassina wins its fourth Compasso d'Oro for its innovative role, the international opening of its production and for contributing to the overall enhancement of the culture of design.

POLTRONA FRAU GROUP



2005

Cassina becomes part of the Poltrona Frau Group.

90TH ANNIVERSARY - 'THIS WILL BE THE PLACE' BOOK AND EXHIBITION



2017

Cassina celebrates its 90th anniversary by rebooting icons from its catalogue and proposing visions on the future of living in an exhibition at the Giangiacomo Feltrinelli Foundation during Milan Design Week and through the book 'This Will Be The Place'.

THE CASSINA PERSPECTIVE



2019

'The Cassina Perspective' concept is introduced, organising the brand's collection according to a new perspective that combines Modern icons with the most innovative products, to create welcoming atmospheres.

CASSINA LAB



2020

The brand presents Cassina LAB, born from the collaboration with the POLI.design at Politecnico di Milano, to rethink the future of design.

CASSINA BECOMES A HISTORICAL TRADEMARK

LAUNCH OF E-COMMERCE PLATFORM



2022

Cassina becomes part of the Special Register of Historical Trademarks of National Interest, established in 2019 by MISE - Ministry of Economic Development.

Cassina opens its e-commerce platform in Italy, France, Germany, Austria and Benelux.

LE CORBUSIER, PIERRE JEANNERET
AND CHARLOTTE PERRIAND -
THE ACQUISITION

1964

Cassina acquires the rights for the first four models designed by Le Corbusier, Pierre Jeanneret and Charlotte Perriand and, in 1965, begins their serial production.

NEW PRODUCTION TECHNIQUES
FOR UPHOLSTERED FURNITURE

1966

With the foundation of the company C&B, Cassina reinvents the production of upholstered furniture with new manufacturing processes using injected expanded polyurethane.

COMPASSO D'ORO AWARD

1970

The *Soriana* model by Afra and Tobia Scarpa wins the Compasso d'Oro award for the complexity of its image achieved with constructive and technical means of remarkable simplicity and consistency.

CASSINA iMAESTRI COLLECTION

1973

The Cassina iMaestri Collection is born with the introduction of the architects Gerrit T. Rietveld and Charles Rennie Mackintosh, thanks to careful philological research.

80TH ANNIVERSARY - 'MADE IN
CASSINA' BOOK AND EXHIBITION

2008

For the brand's 80th anniversary, the book 'Made in Cassina' is published and an exhibition held at the Triennale Milano featuring a critical and historical review of the brand's important production and design process.

CASSINA ACQUIRES SIMON
INTERNATIONAL

2013

Cassina acquires the Simon International brand, a company founded in 1968 by Dino Gavina and Maria Simoncini, integrating into its collection a selection of emblematic products that tell the story of the relationship between culture and industrial production by names such as Marcel Breuer, Carlo Scarpa and Kazuhide Takahama.

HAWORTH INC. ACQUIRES
THE POLTRONA FRAU GROUP

2014

Haworth Inc., an American group operating in the design and production of flexible workplaces, with headquarters in Holland, Michigan, acquires the Poltrona Frau Group.

PATRICIA URQUIOLA
BECOMES ART DIRECTOR

2015

The architect and designer Patricia Urquiola is appointed Cassina Art Director.

CASSINA ACQUIRES ZANOTTA

2023

Cassina acquires Zanotta, founded in 1954 in Nova Milanese by Aurelio Zanotta, a brand that has conquered the global design scene with its emblematic products thanks to their formal innovation and technological research.

50TH ANNIVERSARY OF THE
CASSINA iMAESTRI COLLECTION

2023

Cassina celebrates the 50th anniversary of its emblematic collection, a milestone celebrated in two phases with the exhibition 'Echoes. 50 years of iMaestri' and the book with the same name. For this occasion, the collection expanded to include the new masters Vico Magistretti, Gio Ponti, Carlo Scarpa and Charles and Ray Eames.

COMPASSO D'ORO AWARD

2024

Cassina wins its fifth Compasso d'Oro with the 699 *Superleggera* chair by Gio Ponti.

DESIGN DIVISION

2024

The Haworth Lifestyle Design Division is born to give value to the excellence of four iconic international design brands: Cassina, Karakter, Zanotta and Cappellini.

Governance model

[ESRS 2 GOV-1]

Cassina adopts a governance model based on the principles of honesty, integrity and transparency to generate shared value for all its stakeholders.

The governance structure includes a Board of Directors (BoD) and a Board of Statutory Auditors with supervisory functions, both appointed by the Shareholders' Meeting, composed of Haworth Italy Holding S.r.l. and Poltrona Frau S.p.A.

The three-member Board of Directors is vested with the powers of ordinary and extraordinary management of the brand, while oversight of proper operations and performance is carried

out by the shareholders. The BoD is responsible for defining the brand's vision, mission and values, as well as evaluating and approving sustainability actions and measures. Currently, Cassina does not have a formalized policy for compensating board members, who are not remunerated for serving as directors, but, where applicable, may receive compensation as executives of the brand, in accordance with a process overseen by Haworth Lifestyle.





Trampoline Lounge Chair by Patricia Urquiola – Cassina Outdoor Collection, ph. Francesco Dolfo

Composition of the Board of Directors

Members	Role	Executive	Mandate	Gender
Dario Rinero	Chairman of the BoD	Yes	2023-2025	M
Luca Fuso	CEO	Yes	2023-2025	M
Scott Ryan Poulton	Director	Yes	2023-2025	M

The Board of Statutory Auditors is the body designated to oversee the management of Cassina. It is responsible for monitoring the actions of the directors and verifying that the management and administration of the brand comply with current regulations and its bylaws.

It holds office for a period of three financial years and has five members: three regular auditors and two alternate auditors.

Composition of statutory auditors

Members	Role	Gender
Mario Stefano Luigi Ravaccia	Chairman of the Board of Statutory Auditors	M
Giulio Palma	Statutory auditor	M
Barbara Zanardi	Statutory auditor	F
Giuseppe Carucci	Alternate Auditor	M
Daniela Barbato	Alternate Auditor	F

Organisation, Management and Control Model 231

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

To ensure the effectiveness of its governance system, Cassina has introduced an Organisation and Management Model under the Italian Legislative Decree 231/2001, aimed at ensuring transparency and accountability in business activities.

Initially adopted in 2014, the Model was updated in 2019, 2020, 2021 and 2023. It sets out rules and tools for preventing the commission of offenses and reducing risks arising from irregular behaviour, tasking, assigning Cassina's management the responsibility of assessing risks in their specific areas.

To ensure the suitability and effective application of Model 231, an autonomous and independent **Supervisory Board** has been established to conduct inspections and audits. In 2024, no convictions or penalties were recorded for violations of current regulations.

Cassina has also introduced a **Code of Ethics** as part of Model 231, setting out the rules of conduct to be followed by all of the brand's members and collaborators, who must abide by it and apply its principles within the exercise of its functions.

In addition to the organisational model and in compliance with current regulations, Cassina adopted the **Whistleblowing Procedure** established by Haworth Lifestyle and available on the brand's intranet.

This tool helps prevent and monitor possible misconduct by setting out how internal communications, including anonymous communications, are reported and handled.

All Cassina stakeholders can submit reports of suspicious behaviour via the **MyGovernance digital platform**. Such reports are managed by the **Whistleblowing Committee**, which is composed of the Brand Legal, Brand HR, the Internal Auditor LD and the Chair of the Supervisory Body. The Committee is responsible for conducting appropriate assessments, investigations and inquiries, while ensuring the confidentiality of the individuals involved. Upon conclusion of the inquiry, the Committee provides feedback to the whistleblower within a maximum of three months.

For Cassina, sustainability is part of its design vision: this means designing with the future in mind, combining environmental care, social responsibility and product quality. Considering this, the brand has published a Sustainability Report for the past four years, updating it periodically to reflect its evolving situation and relevant standards.



Tambouround armchair by Edward Barber & Jay Osgerby – Cassina, ph. Francesco Dolfo

Cassina

Double materiality analysis

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

The Sustainability Report focuses on issues identified as material based on the Double Materiality Assessment (DMA), voluntarily conducted by the Haworth Lifestyle Group in accordance with the new European Sustainability Reporting Standards (ESRS) developed by the European Financial Reporting Advisory Group (EFRAG).

The Analysis considered both impact materiality and financial materiality. On one hand, an **inside-out** approach has made it possible to identify the actual and potential, positive and negative effects of the organisation on the external environment, including people.

On the other hand, taking an **outside-in** approach has allowed Haworth Lifestyle to focus on risks and opportunities presented by the external environment that could affect its performance.

The final stage of the process involved presenting the analysis to key internal and external stakeholders. Functions within Cassina were involved, contributing their observations to the assessment.

The analysis led to the identification of 7 key ESRS themes and 16 related sub-themes. The full list of associated Impacts, Risks and Opportunities (IROs) is available in [Haworth Lifestyle's Sustainability Report 2024](#).

List of ESRS themes and sub-themes relevant to Cassina

ENVIRONMENT

E1 – CLIMATE CHANGE

- Adaptation
- Mitigation
- Energy

E2 – POLLUTION

- Substances of concern
- Substances of high concern

E5 – CIRCULAR ECONOMY

- Resource inflows, including resource use
- Resource outflows, including resource use
- Waste

SOCIETY

S1 – OWN WORKFORCE

- Working conditions
- Equal treatment and opportunities for all

S2 – WORKERS IN THE VALUE CHAIN

- Working conditions
- Other work-related rights

S4 – CONSUMERS AND END-USERS

- Personal safety of consumers and/or end-users

GOVERNANCE

G1 – BUSINESS CONDUCT

- Corporate culture
- Management of relationships with suppliers, including payment practises
- Corruption



The sustainability strategy

[ESRS 2 SBM-1]

Cassina's approach to sustainability is in keeping with Haworth Lifestyle's vision, guided in turn by the strategy adopted by Haworth Inc.

The sustainability strategy is based on seven key priorities, which provide a framework for all the brands. At the same time, each brand within the Haworth Lifestyle Group has the flexibility to develop specific initiatives and goals aligned with its business model.

The following table shows how values, long-term sustainability priorities and material topics are closely linked, defining commitments and guiding Haworth Lifestyle's actions.



Value	Sustainability priority	Material topic	Material sub-topic	Commitment
We work to make the world better	Impact reduction	Climate change	<ul style="list-style-type: none"> • Climate adaptation • Mitigation • Energy 	Combat climate change through energy efficiency initiatives, increased use of renewable energy and a reduction in greenhouse gas emissions, in line with science-based targets.
		Pollution	<ul style="list-style-type: none"> • Substances of concern and substances of high concern 	Minimise environmental pollution by continuously improving production processes, reducing emissions and preventing contamination of air, water and soil through responsible material selection and waste disposal.
We lead with design	Materials and packaging	Circular economy	<ul style="list-style-type: none"> • Resource inflows, including materials • Resource outflows, including materials • Waste 	Transition to recyclable and recycled materials in product and packaging, prioritising sustainability, biodegradability and responsible sourcing.
	Product circularity			Integrate circular economy principles into product design to extend product life cycles, prevent waste and enhance recovery and reuse of components and materials.
We rely on our members We embrace continuous learning	Valuing people	Own workforce	<ul style="list-style-type: none"> • Working conditions • Equal treatment and opportunities for all 	Foster member well-being through comprehensive welfare initiatives, equal opportunities and a strong culture of Diversity, Equity, Inclusion and Belonging (DEI&B).
We create value	Transparent value chain	Workers in the value chain	<ul style="list-style-type: none"> • Working conditions • Workers' rights 	Ensure ethical, social and environmental (ESG) responsibility throughout the supply chain by progressively integrating ESG criteria into supplier evaluation and monitoring.
We listen to our customers	Product and service excellence	Consumers and end-users	<ul style="list-style-type: none"> • Personal safety of consumers and/or users 	Develop high quality, safe and compliant products while actively engaging with customers to enhance service excellence and sustainability performance.
We honour integrity	Strong governance	Business conduct	<ul style="list-style-type: none"> • Corporate culture • Management of relationships with suppliers, including payment practises • Corruption and bribery 	Uphold transparency, ethical decision-making, and accountability while ensuring respect for human rights and responsible business practises throughout all operations and the value chain.

Sustainability governance

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

To ensure effective management and structured integration of sustainability into operations, Cassina's sustainability governance practises form part of the broader sustainability system developed by Haworth Lifestyle.

At a Group level, **a dedicated Corporate Social Responsibility (CSR) team** within the Operational Excellence division develops the sustainability strategy for the Group, working in collaboration with top management and ensuring alignment with emerging global trends and evolving regulatory frameworks.

The team also offers specialised support and strategic advice to the various brands, providing targeted expertise and helping to address key sustainability-related challenges and opportunities. Its responsibilities, which include coordinating the Materiality Analysis, Strategy and Sustainability Report, are detailed in [Haworth Lifestyle's Sustainability Report 2024](#).

Cassina's top management, meanwhile, is responsible for adopting the strategy with regard to sustainability, working closely with the various brand functions to monitor the effectiveness of initiatives, analyse results and approve actions aimed at generating a positive impact, in economic, social and environmental terms.

More specifically, the CEO is responsible for setting specific goals for the brand which are then translated into practical actions, with assigned responsibilities and defined timelines, for both the short and long-term. To ensure strategic alignment with the Group's goals, BoD members regularly attend sessions focused on the sustainability strategy of Haworth Inc. and Haworth Lifestyle.

Continuous dialogue with managers of the various brand functions enables sustainability to be integrated into daily decision-making processes, strengthening the organisational culture of shared responsibility. In this context, the 'PR & Brand Communication' function is responsible for ensuring consistency between external communications and brand vision, while also ensuring its compliance with current regulations.

To complement this structure, Haworth Lifestyle has established a **dedicated Diversity, Equity, Inclusion and Belonging (DEI&B) Committee**, with the goal of promoting inclusive workplaces, valuing diversity and developing initiatives in keeping with the specific characteristics of the different brands.



OUR PERSPECTIVE ON PRODUCT

Each product encompasses multiple points of view, such as the designer's concept, the uniqueness of the project, the quality of its materials, its performance and functionality. Our products have always represented the excellence of design Made in Italy, and we want to transfer that same value to our approach to sustainability.

Our perspective is embodied in investing every day in a circular innovation system. Each step of the process is aimed at creating increasingly responsible products, for the environment and our local area.

Our contribution to
giving a new perspective
to the product.



Designing future opportunities and challenges

By 2060, global resource consumption is set to grow by 60%¹. This places the furniture sector at the centre of a key challenge: translating the theoretical concepts of circularity and durability into practical standards that can be applied to design, materials and production. Recycling is currently the most common practise, while repair and return systems struggle to gain traction on a large scale.²

The EU's Ecodesign for Sustainable Products Regulation seeks to drive this change, imposing stricter rules and discouraging traditional disposal models such as landfill and incineration.

Meanwhile, digitalisation is opening up new avenues: robotic production lines ensure more precise processing and drastically reduce waste. Additionally, the Digital Product Passport and Extended Producer Responsibility (EPR) initiatives hold producers accountable throughout the life cycle of a product.

Market expectations are also changing: private and corporate customers increasingly favour products that combine aesthetics, functionality and ethical values, placing sustainability at the centre of their purchasing choices.

Between 80% and 90% of furniture waste in the EU is incinerated or sent to landfill, while only around 10% is recycled.³

The adoption of circular models has generated production cost savings in excess of €16.4 billion for manufacturing companies, but this represents just 15% of potential savings.

More than 80% of consumers are willing to pay more for sustainable products.⁴

Digital technologies and custom manufacturing can reduce material waste by up to 30%, improving resource efficiency.⁵

Cassina's response:

Measure product circularity, using dedicated tools from the early design stages to guide production choices.

Make targeted investments in the research and development of circular materials and design-for-disassembly solutions.

Implement production process improvement and quality control enhancement initiatives, such as efficient leather pattern placement to reduce material waste (nesting).

1. Source: UNEP, International Resource Panel 2024.

2. Source: PoliMi School of Management, Circularity Report (2024).

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

4. Source: PWC, 2024.

5. Source: CDP, Circular economy: a lever of business competitiveness, 2024.



3 Fauteuil Grand Confort, méridienne, Outdoor by Le Corbusier, Pierre Jeanneret, Charlotte Perriand – Cassina iMaestri Collection – Cassina Outdoor, ph. Francesco Dolfo

Cassina

Design, circular materials and innovation

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

Over the years, Cassina has retained its pioneering spirit, continuing to develop cutting-edge products, prioritising the exploration of new materials and production techniques.

Circular design plays a central role at Cassina in creating and disseminating new models of production and consumption, and in promoting the value of resources through strategic design choices. **The Research and Development Centre is the driving force behind this ethos.** With a team of over 20 professionals, the department oversees the entire design process of new products, from the development and prototyping of the initial concepts to the engineering phase. Furthermore, the Research and Development Centre is responsible for validating materials

and production techniques in order to guarantee the quality, durability and safety of the products.

Cassina's propensity for continuous research and experimentation, enriched with know-how from different sectors, took shape in 2020 with Cassina LAB. Presented by the brand in collaboration with the POLI.design at the Politecnico di Milano, Cassina LAB aims to encourage an increasingly conscious approach to design.



Cassina's interpretation of 'conscious' design

Cassina believes that conscious design should be expressed through the **development of design solutions aimed at extending the product's life cycle, the use of innovative materials and particular attention to disassemblability** in product manufacturing, facilitating the recovery and recycling of materials at the end of its life cycle, as well as the **development of projects capable of offering innovative functions that promote well-being**.

In 2024, research and development activities continued to focus on co-moulded polyurethane, while the same design rigor was extended to all materials employed. **Confirming this approach, around half of the products presented by Cassina in 2024 meet circularity criteria in terms of composition and/or disassemblability.**

Cassina's design philosophy on product sustainability



Timeless design

the best designs stand out for their ability to last over time, with an enduring aesthetic that transcends trends.



Circularity

a new design concept that covers the research and experimentation of circular materials and the implementation of design for disassembly, creating value through responsible design that encourages the recovery and recycling of materials at the end of the product's life cycle.



Well-being

contributing to improving the quality of environments through design solutions geared toward people's well-being. In particular, for the sleeping area, this includes the use of a hygienic and non-toxic material capable of reducing the reverberation of sound frequencies near the bed's headboard, as well as the use of a purifying fabric used in the bed frames to promote the natural circulation of clean air.

This vision has progressively consolidated, taking on an increasingly central role, demonstrating how Cassina integrates environmental awareness and continuous development with the aim of optimising the entire product life cycle, thus establishing itself as a benchmark in the design sector.

The brand shows how quality, aesthetics and circularity can coexist in the creation of products designed to last over time,

also thanks to the adoption of the Guidelines for Sustainable and Circular Product Design promoted by Haworth Lifestyle, which have helped to define the criteria for the development of new products in a more structured way.

Cassina is also aligned with the sustainability goals of Haworth Inc. to progressively implement the requirements of the EU Deforestation Regulation (EUDR), the new European legislation on combating deforestation.

FOCUS ON: INNOVATION

MATERIALS



CIRCULARREFOAM®

With the aim of giving polyurethane foam a second life, Cassina began introducing an innovative type of polyurethane called CIRCULARREFOAM® in 2023. This material is produced through a chemical regeneration process that transforms discarded materials into new polyols. Made using 30% recycled polyols, it is a cutting-edge solution with lower environmental impact than virgin options. The material is thus restored

to its original raw material state, giving rise to circularity processes.

Cassina is progressively encouraging its use throughout the supply chain, urging suppliers to gradually adopt and upgrade the system to increase the availability of recycled polyurethanes, which now offer performances equivalent to traditional solutions, while maintaining the brand's rigorous quality standards.



Recycled polyester

Often used as padding for products, recycled polyester is made from recycled waste materials, primarily from recycled food containers and, to a lesser extent, industrial polyester and clothing waste.



Polyurethane with a percentage of polyols derived from biological sources

Biologically derived polyols are chemical compounds with a composition containing, or derived in part from, organic material of plant origin including, for example, algae, agave, organic oils and microorganisms.



New life to materials to reduce environmental impact

In 2024, Cassina anticipated a possible project to transform production waste materials into new material resources to be used in the design and manufacture of products, integrating circular economy principles.

WELL-BEING TOOLS



theBreath®

A patented and innovative fabric used in some Cassina bed frames, theBreath® contributes to the purification of indoor air. Its particular composition – two outer layers of polyester and a central layer of carbon mesh – is able to capture and neutralise domestic pollutants such as smoke, fine dust, chemical substances, emissions from household appliances and allergens. The fabric maintains its effectiveness even when

placed underneath upholstery. Equipped with an activated carbon cartridge, theBreath® absorbs pollutant molecules, preventing their release, while also providing odour control and regulating humidity, thus improving air quality. Thanks to silver nano molecules, it also has a bactericidal effect. The purification process is entirely passive, utilising the natural movement of air without any external power supply.



Soundfil®

A recycled, hygienic and non-toxic material, Soundfil® is used in the headboards of some Cassina beds to reduce the reverberation of close-range sound frequencies. This product effectively absorbs sound waves, aiding noise control and enhancing acoustic insulation and, as a result, people's wellbeing.

CIRCULARITY MEASUREMENT

Measurement is the essential first step in understanding and improving product circularity.

CircularTool®, developed by Matrec Srl, makes it possible to accurately quantify the level of circularity of Cassina's products.

Taking an input and output flow approach, the tool evaluates key indicators, such as design for disassembly, repairability, reuse, recyclability, energy recovery and end-of-life scenarios, presenting a robust assessment to guide design decisions early in the product life cycle.

The tool is developed based on constantly updated technical specifications to ensure assessments consistent with the latest standards in recycling and recovery technologies. The methodology is validated by an independent body and makes it possible to obtain assessments in compliance with ISO 14021:2021, ISO 59004:2024, ISO 59020:2024, ISO 59040:2024

and ISO 14009:2024 standards, anticipating the requirements set out in the forthcoming Ecodesign Regulation (ESPR).

Cassina has progressively integrated CircularTool® into its engineering process, adopting circularity indices as an internal benchmark for product evaluation. The tool enables the collection and consolidation of objective, structured technical data at the end of each project – including materials, compositions, relative weight analyses and certifications – resulting in an overall circularity index that supports a clear and measurable assessment of the product.

The initial target was to complete measurement of all products at an engineering stage by 2025, but that target was reached ahead of schedule in 2024.





Examples of product circularity

[E 5-2]

DUDET SOFA & DUDET ARMCHAIR BY PATRICIA URQUIOLA

The evocative and architectural design of *Dudet* by Patricia Urquiola translates into two new proposals that preserve the unique aesthetic and enveloping comfort of the small armchair presented in 2021.



Characterised by a strong stylistic reference to the 1970s, this new icon takes the form of a two-seater sofa, perfect for informal dining, and an armchair to enrich the living collection, reflecting 'The Cassina Perspective' vision.

Dudet's soft, comfortable appearance conceals its core that can be easily disassembled.

As a result of extensive research and development, this innovative system embraces circularity by allowing the metal frame to be separated from the polyurethane foam padding, which contains a percentage of polyols derived from biological sources, facilitating the recycling of its materials.

The upholstery can also be removed using a zipper, available in grey or black, that runs along the inner arch of the legs.



Examples of product circularity

[E 5-2]

A NEW LOOK AT THE CORNARO BY CARLO SCARPA

Carlo Scarpa's inclusion in the Cassina iMaestri Collection in 2023 paved the way for the relaunch of *Cornaro*, the iconic model designed by the visionary Venetian architect and originally produced by Simongavina, acquired by Cassina in 2013.



Special attention was paid to the use of innovative materials to reinterpret the model, making it even more contemporary.

In addition to recycled polyester, used as standard in the padding of all new sofas, the comfortable cushions contain elements made from polyurethane with a percentage of polyols

derived from biological sources and CIRCULARREFOAM®, a polyurethane with a percentage of recycled polyols.

*In accordance with circular economy principles, *Cornaro* contains no glued parts and is completely disassemblable to facilitate the recycling and recovery of its components at the end of its life cycle.*

THE 2024 COLLECTION TOWARDS A GREATER SUSTAINABILITY

Cassina's focus on conscious design is reflected in a growing range of products that incorporate strategies aimed at adopting circularity principles right from the earliest stages of design.

The virtuous approach taken by Cassina to reduce its environmental impact, including replacing traditional materials with circular alternatives without compromising product aesthetics and comfort, is applied throughout the new collection.



TRAMPOLINE OUTDOOR

PATRICIA URQUIOLA

The padding features recycled polyester fibre wadding



Recycled polyester



TAMBUROUND ARMCHAIR

EDWARD BARBER AND JAY OSGERBY

The padding features:

- recycled polyester fibre wadding
- polyurethane with a percentage of polyols derived from biological sources



Recycled polyester



Polyurethane
with a percentage of polyols
derived from biological sources



INDOCHINE

CHARLOTTE PERRIAND

The padding features recycled polyester fibre wadding

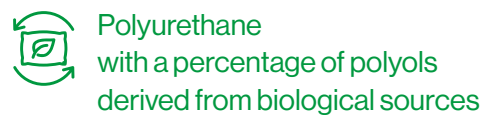


NOTTURNO A NEW YORK

GAETANO PESCE

The padding features:

- recycled polyester fibre wadding
- polyurethane with a percentage of polyols derived from biological sources



SOMEWHERE EL-S

PHILIPPE STARCK

The seat and armrest padding features:

- recycled polyester fibre wadding
- polyurethane with a percentage of polyols derived from biological sources



Recycled polyester



Polyurethane
with a percentage of polyols
derived from biological sources

VOLAGE EX-S NIGHT WOOD

PHILIPPE STARCK

The bed frame features:

- recycled polyester fibre wadding
- compatibility with
theBreath® technology



Recycled polyester



theBreath®

ESOSOFT OUTDOOR

ANTONIO CITTERIO

The padding features:

- recycled polyester fibre wadding
- polyurethane with a percentage of polyols derived from biological sources



Recycled polyester



Polyurethane
with a percentage of polyols
derived from biological sources



SAIL OUT

RODOLFO DORDONI

The padding features recycled
polyester fibre wadding



Recycled polyester



LIE OUT

RODOLFO DORDONI



The padding features recycled polyester fibre wadding



Recycled polyester

3 FAUTEUIL GRAND CONFORT

MÉRIDIENNE, OUTDOOR

LE CORBUSIER, PIERRE JEANNERET, CHARLOTTE PERRIAND



The padding features recycled polyester fibre wadding



Recycled polyester

MEX-HI OUTDOOR

PIERO LISSONI



The padding features:

- recycled polyester fibre wadding
- polyurethane with a percentage of polyols derived from biological sources



Recycled polyester



Polyurethane
with a percentage of polyols
derived from biological sources

UTRECHT XL OUTDOOR

GERRIT THOMAS RIETVELD



The padding features recycled
polyester fibre wadding



Recycled polyester

Celebrating excellence: awards and accolades

Cassina received several awards in 2024, acknowledging the vision and values of the brand's design approach.

Compasso d'Oro

On the 20th of June, at the ADI Design Museum in Milan, **the 699 Superleggera chair by Gio Ponti received a Compasso d'Oro Lifetime Achievement Award**. Following the four awards received since 1954, this important recognition sees Gio Ponti's iconic chair join the Historical Collection of the ADI Compasso d'Oro Award.



699 Superleggera chair by Gio Ponti – Cassina iMaestri Collection, ph. Paola Pansini



Meanwhile, the Esosoft system by Antonio Citterio received an Honourable Mention for its modern and conscious design.

The architect's debut project for Cassina, this system for the living space draws on innovative manufacturing techniques. Thanks to Cassina's extensive research and development work, circular materials have been employed, including polyurethane with a percentage of polyols from biological sources and recycled polyester padding in the cushions.

Elle Decoration International Design Awards

The *Esosoft Bed* by Antonio Citterio received an award for the 'Bedding' category at the 2024 edition of the Elle Decoration International Design Awards.

Esosoft was developed to deliver functionality at the service of well-being. The bed frame can be fitted with the *Breath*[®] purifying fabric, the first patented zero-emission air purification technology that captures and breaks down contaminants to encourage the natural circulation of clean air.

The padded headboard, meanwhile, features sound-absorbing panelling made from *Soundfil*[®], a recycled, hygienic and non-toxic material that can limit and reduce the reverberation of close sound frequencies. Polyurethane with a percentage of polyols derived from biological sources and recycled polyester wadding were also implemented.



Other accolades

The result of a collaboration between Cassina and the Eames Office, the *Galaxy* lamp by Charles and Ray Eames won several awards, including:

Best of NeoCon Award
in the 'Gold' category;

Interior Design HiP Award
in the 'Iconic Products' category;

NYCxDESIGN Award
in the 'Iconic Products' category.



Anniversaries

Cassina and Philippe Starck: 30 years of collaboration

During Milan Design Week 2024, the brand celebrated 30 years of collaboration with Philippe Starck. To mark this major milestone, the acclaimed architect designed an elegant and eclectic collection for the sleeping area, featuring the *Somewhere El-S* armchair and ottoman collection and the *Volage Ex-S Night Wood* bed. The Cassina Store Milan was the stage for *Somewhere Else*, a surprising installation that presented these pieces of furniture as protagonists in an artistic, theatrical and enigmatic narrative personally curated by Starck.





Anniversaries

20th anniversary of the Charlotte Perriand collection: from Milan to Paris, London and Miami

In 2024, Cassina celebrated the 20th anniversary of the Charlotte Perriand Collection, paying tribute to the work of this versatile designer with the launch of an exclusive selection of models that had never been industrially produced before, like the *Indochine* chaise-longue, the *Table Montparnasse* and *Vase à fleurs échanuré*, as well as never-seen-before versions of the *Ventaglio* table and the *Rio* coffee table.

Later in the year, following Milan Design Week, the celebration continued in the Cassina retail network. During Paris Design Week, the Cassina Store Paris Rive Gauche hosted a talk titled '*A la recherche du temps perdu: Le Monde Visionnaire de Charlotte Perriand*'.

Opening with the famous madeleine passage from Marcel Proust's masterpiece, the designer's daughter Pernette Perriand and biographer Jacques Barsac focused on the power of memories, sharing stories and design anecdotes relating to Charlotte Perriand.

Pernette Perriand and Jacques Barsac took part in the talk entitled '*A Room of One's Own: Inside Charlotte Perriand's Universe*' at the Cassina Store London, in which Virginia Woolf's visionary work served as a starting point to explore how Charlotte Perriand managed to establish herself as one of the most influential voices in twentieth-century design.

On the 5th of December 2024, the Cassina Store Miami paid tribute to the designer during Art Basel Miami Beach. On this occasion, a selection of the designer's icons – including the *Table Montparnasse*, the *Rio* coffee table and the *Indochine* small armchair – took centre stage in the store. The space also welcomed a limited edition of the *Table Manifeste* designed by Charlotte Perriand in 1937 and displayed here for the first time, thanks to Almine Rech Gallery where the table is available for exclusive sale. This charming piece, produced by Cassina, is characterised by its bas-reliefs depicting drawings by Pablo Picasso and Fernand Léger.





Product quality and safety

[S4-1] [S4-3] [S4-4]

To ensure the highest standards of quality and safety of all its products, Cassina adopts a Quality Management System certified according to ISO 9001, with the aim of constantly optimising and improving business processes to respond in an increasingly effective manner to customer needs.

Each product is subject to rigorous quality and safety monitoring. Furthermore, attesting to the safety of certain products, Cassina has adopted the following certifications and applied the following standards on specific products:



GreenGuard certification

certifies compliance with strict standards on the emission of Volatile Organic Compounds (VOCs) into the air by the materials used.



British Standard 5852

certifies that the materials used are fire retardant, particularly to assess the fire resistance of seat and sofa padding and upholstery. Similarly, California TB 117-2013 certification attests that upholstered furniture meets the flammability standards for marketing products in the United States.



The BIFMA standard

certifies the compliance of a selection of products with the requirements set out by the Business and Institutional Furniture Manufacturers Association in terms of the quality, safety and durability of office furniture, ensuring that products meet specific requirements to ensure reliable performance and safety for users.



Cassina products

meet the **California TB 117-2013**, standard which establishes fire safety standards for materials used in upholstered furniture. Compliance ensures that products respond to stringent fire resistance criteria, ensuring high levels of safety and protection for users.



Esosoft Outdoor by Antonio Citterio – Cassina Outdoor Collection, ph. Francesco Dolfo

In 2024, a trade union agreement was signed to establish a **joint quality committee focused on quality issues**, coordinated by the Quality Manager in representation of Company Management. The committee is made up of representatives from different business areas – Lean Manufacturing, Retail, Production Departments, the R&D Prototype Laboratory and union representation – and meets regularly to propose improvements whenever there are deviations from the expected results. Through a structured and transparent dialogue, the committee promotes activities aimed at continuous improvement and innovation, with a specific emphasis on product quality. On an annual basis, the committee presents the results achieved to the Company Management and trade union representatives.

In 2024, Cassina focused on process optimisation and the strengthening of production control. A key example of this approach is the introduction of **fabric digitalisation—a first for the industry**. The system involves scanning the fabric to accurately map the location of any defects, enabling optimised placement during the cutting phase and automatically excluding non-compliant areas. This initiative has contributed to reducing fabric waste and improving the precision and consistency of production processes.

Alongside this, other established measures continue, such as the adoption of a **digital nesting system** (the efficient arrangement of patterns) to optimise leather usage and reduce offcuts. Moreover, a project was launched to update the technical documentation related to the supply specifications of raw materials and certain externally produced components in order to clearly share the

voice of the customer and Cassina's standards of excellence throughout the entire supply chain. As the project develops over the coming years, the first documents are expected to be released in 2025.

To ensure preventive control over the condition and compliance of supplied products, Cassina has also extended the **end-of-line photographic documentation** project to the carpentry and saddle leather processing departments. This system, successfully introduced in 2023 in the upholstery department, aims to make the final inspection even more effective by documenting it with photographs taken from multiple angles. Photographic material has proven to be an effective tool for analysing and reducing non-conformities, improving complaint management and maintaining high-quality standards.

Process monitoring and continuous improvement are also ensured through a structured system of oversight and dialogue within production departments. In collaboration with the Industrial Director and Quality Manager, Cassina's team leaders conduct regular product inspections, providing operators with timely and targeted feedback. Additionally, weekly meetings between the production and quality teams are devoted to complaint analysis, with the goal of identifying timely corrective actions and new opportunities for improvement, while strengthening awareness of customer expectations.

Thanks to the measures taken and systems in place, Cassina recorded no instances of non-compliance with laws, regulations or self-regulatory codes in 2024.

Safe and sustainable packaging

[E5-2] [E5-3]

Cassina carefully selects the most suitable packaging based on the specific characteristics of the products, taking account of both transportation requirements and environmental considerations.

In keeping with Haworth Inc.'s global sustainability goals, Cassina is committed to using packaging materials that **100% meet one of the following characteristics: reusability, recyclability or compostability**. The brand actively invests in research and development to achieve this, optimising the amount of raw materials used and incorporating recycled materials into packaging design.

An increasing proportion of Cassina products are packaged with recycled cardboard outer packaging fitted with internal protection, typically made of cardboard, created based on the type and weight of the object. Special care is also taken in selecting the materials used to make these protective components, favouring polyethylene produced from ethanol and extracted from sugarcane. The product of a lower environmental impact manufacturing process, this material contributes significantly to a reduction of harmful greenhouse gas emissions compared to conventional materials.

For products that require additional protection, Cassina uses wooden packaging – such as crates, cages or pallets – designed with easily separable components to facilitate reuse. The entire

packaging system is designed to reduce environmental impact by phasing out materials that are difficult to dispose of, such as metal and polystyrene, in favour of more efficient solutions from the perspective of reuse and recycling. The goal is to gradually increase the percentage of recyclable packaging, while ensuring protection and functionality.

In 2024, 99% of Cassina's spending on packaging was on reusable, recyclable or compostable materials.

Haworth Lifestyle has undertaken a major project to develop packaging solutions that combine functionality, environmental sustainability, product protection and economic efficiency. A cross-functional working team was established for this purpose, with technical representatives from the various brands. Taking a collaborative approach based on the exchange of expertise, Haworth Lifestyle brands, including Cassina, worked together to develop **packaging archetypes** designed to meet the specific needs of each product category.



Responsible sourcing

[S2-1] [S2-4] [G1-2]

Cassina is committed to managing its supply chain responsibly by engaging in lasting relationships with suppliers and strengthening and consolidating trust-based relationships and partnerships throughout the value chain.

Cassina, a symbol of the *Made in Italy* concept, maintains its production chain deeply rooted in Italy, renowned for the high standards of product quality and safety. **In 2024, 88% of purchases were from local suppliers.**

The Purchasing function and R&D Centre work together to plan and optimise procurement, streamlining suppliers and purchase orders. Using a structured **Vendor Rating** system, Cassina evaluates the performance of its suppliers based on criteria such as competitiveness, punctuality, quality compliance, delivery time and cost. The system also promotes the adoption of certifications in the areas of quality, environment and health and safety, which comply with relevant ISO standards. This approach enables

more effective control of the supply network, facilitating early identification of any critical issues, risk reduction and selection of partners best suited to meeting the strategic and operational needs of the brand.

In 2024, Cassina implemented the **Supplier Code of Conduct**, formalised in the same year by Haworth Inc. and based on the principles set out in the brand's Code of Ethics. Adoption of this Code will be gradually rolled out to all suppliers, to ensure consistency and conformity with the brand's values. Over the course of the year, **55% of tier 1 direct suppliers signed the Code of Conduct**, reflecting a shared focus on high ethical standards.



Trampoline Lounge Chair by Patricia Urquiola – Cassina Outdoor Collection, ph. Francesco Dolfo

Cassina

70 OUR PERSPECTIVE ON PEOPLE

People are our most important resource, in every respect.

They are the key to our success and they represent the secret to facing future challenges.

A future where diversity, equity and inclusion are fundamental principles to attract new talent, generate a sense of belonging and give value to the potential of each single person.

A future in which Cassina acts concretely for the health, well-being and satisfaction of every employee, both at work and in everyday life.

Our contribution to giving people a new perspective.



Cassina

Designing future challenges and opportunities

As the population ages and technology accelerates, the workplace is becoming increasingly intergenerational, digital and complex. Different generations have different communication styles, values and needs, contributing a richness that requires careful management. In this context, inclusiveness means creating spaces where everyone, regardless of age, can feel valued and heard. Gender is also an important element to be considered: women account for 42% of employees⁶ and only 28% of STEM⁷ profiles, calling for an even more attentive and inclusive management approach.

Artificial intelligence is reshaping roles and skills, opening up new

opportunities but also new gaps. Younger people tend to adapt more quickly, while older workers need support to keep up. At the same time, without targeted up- and re-skilling programmes, workers are at risk of being left on the margins of emerging roles in technology, widening an existing gap. This is why it is crucial to promote a culture of lifelong learning, which offers everyone tools to grow and reinvent themselves.

But innovation and productivity cannot be separated from mental well-being: a healthy working environment, attentive to work-life balance and emotional load, is essential to facing change with resilience.

The world's population over the age of 60 is set to double by 2050, accounting for 21% of the global total.⁸

Millennials and Generation Z adapt more easily to the challenges of AI, while older generations face greater obstacles in retraining.⁹

61% of global workers report high levels of stress, negatively impacting mental health and general well-being.¹⁰

Based on the rate of progress in 100 countries across the world, it is estimated that it will take another 123 years to reach full parity globally.¹¹

Cassina's response:

Managing Generations: an initiative that foregrounds generational diversity to create value.

Development of lifelong learning programmes and custom courses designed to meet various needs and career stages.

Dedicated benefits to foster member well-being and motivation.

The Diversity & Inclusion Index, used by Cassina to measure DEI performance, rose to 68% in 2024 from 59% in the previous year.

6. Source: ISTAT, Employment and Unemployment, 2024.

7. STEM is an acronym for Science, Technology, Engineering and Mathematics, namely the group of technical and scientific disciplines. Source: SWE, Global STEM Workforce, 2024.

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

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

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

11. Source: World Economic Forum, Global Gender Gap Report 2025.



3 Fauteuil Grand Confort, méridienne, Outdoor di Le Corbusier, Pierre Jeanneret, Charlotte Perriand – Cassina iMaestri Collection – Cassina Outdoor, ph. Francesco Dolfo

Cassina

The Cassina team

[S1-4] [S1-6] [S1-7] [S1-8]

Cassina recognises the important human and professional contribution of its members, regarding it as essential to the brand's progress and competitiveness.

As of the 31st of December 2024, Cassina had a total of 326 members in Italy and 36 members abroad; 90% of whom are employed on a permanent basis. All members are covered by a national collective agreement.

S1-6 | CHARACTERISTICS OF EMPLOYEES

<i>Employees by country</i>	2024	
	%	n.
China	1.4%	5
Denmark	0.0%	0
France	3.3%	12
India	0.0%	0
Indonesia	0.0%	0
Italy*	90.0%	326
Mexico	0.0%	0
Phillippines	0.0%	0
Singapore	0.6%	2
South Korea	0.3%	1
Spain	1.1%	4
United Arab Emirates	0.0%	0
United Kingdom	0.8%	3
USA	2.5%	9
Total employees	100%	362

* One person is an agency worker.

<i>Employee head count by gender</i>	Cassina (Total)				Cassina (IT)				Cassina (Abroad)			
	Male	Female	Other*	Total	Male	Female	Other*	Total	Male	Female	Other*	Total
Number of employees (n.)	189	172	1	362	178	148	0	326	11	24	1	36
Number of permanent employees (n.)	173	153	1	327	163	133	0	296	10	20	1	31
Number of temporary employees (n.)	16	19	0	35	15	15	0	30	1	4	0	5
Number of non-guaranteed hours employees (n.)	0	0	0	0	0	0	0	0	0	0	0	0

*Gender as specified by employee themselves.

<i>Employee head count by gender</i>	Cassina (Total)				Cassina (IT)				Cassina (Abroad)			
	Male	Female	Other*	Total	Male	Female	Other*	Total	Male	Female	Other*	Total
Total number of leaves	28	16	0	43	25	11	0	36	3	4	0	7
Turnover rate	15%	9%	0%	12%	14%	7%	0%	11%	27%	17%	0%	19%

*Gender as specified by employee themselves.

S1-7 | NON-EMPLOYEE WORKERS

Gender	2024			Total
	Male	Female	Other*	
Total non-employees (n.)	10	7	0	17

*Gender as specified by employee themselves.

A turnover of 12% was recorded during the year.

Attracting new talent is crucial to Cassina's success. Acquiring up-to-date skills is key to increasing productivity and preserving high quality standards. As such, Cassina has introduced internal policies and procedures aimed at consolidating its employer branding.



Cassina Employer Value Proposition

In 2024, Cassina unveiled its Employer Value Proposition (EVP), a package of benefits, values and opportunities offered to members in exchange for their commitment and contribution. The strategy has three basic pillars: welfare and well-being, an inclusive culture that promotes Diversity,

Equity, Inclusion and Belonging (DEI&B), and continuous skills development. This integrated approach enables Cassina to create a stimulating, inclusive and engaging work environment that attracts and retains the best talent, always in keeping with its values and strategic vision.



3to9 lamp by Neri&Hu – Cassina Lighting Collection, ph. Paola Pansini

In its search for new talent, the HR department primarily uses social media platforms such as LinkedIn and an internal referral system. **Through the Member Referral Programme, members are encouraged to recommend contacts qualified to join Cassina.** Internal referrals follow the standard selection procedure and, if the candidate successfully passes the interview and is hired, the referring member is rewarded. As well as aiding recruitment, the programme also serves as an indicator of member satisfaction, as it involves promoting the potential of working at Cassina among their external networks.

The brand encourages **the inclusion and development of young talent** through training internships, school and work alternation programmes, site visits and participation in career days. Additionally, the Head of the Research and Development Centre actively contributes to the education of future generations by holding the position of lecturer in the Final Synthesis Laboratory course at the School of Design at the Milan Polytechnic.

Member training and development

[S1-4] [S1-5] [S1-13]

Cassina values the professional and personal growth of its members and is aware that solid skills and continuous development are a key element for business success.

The brand supports Haworth Inc.'s goal of engaging 100% of its members in development programmes, with a view to promoting both individual and business growth.

In 2024, Cassina delivered more than 1,745 training hours, an average of 5.4 hours per member, by means of a programme covering various areas. As well as compulsory courses on topics such as Occupational Health and Safety, personal development courses were also available, including English, Effective Communication and Digital Mindset, designed to support comprehensive professional growth. Particular emphasis has been placed on sales force training, in the form of an annual programme involving the global network, from Cassina Stores to multi-brand dealers around the world. This includes interactive workshops, round tables and site visits, creating concrete opportunities for discussion and exchange of experiences that strengthen skills and cohesion within the distribution network.

In 2024, two new training programmes were added, aimed at strengthening managerial skills and improving the induction process.

The first focused on the leadership team, with the objective of strengthening managerial skills and fostering a culture of shared development. The programme culminated in the launch of **peer-to-peer 'buddy' coaching**: an initiative designed to foster the application of learning and consolidate skills through face-to-face discussion.

The second involves a new **onboarding programme**, structured around three target groups: top management, sales force (retail and wholesale) and members. The initiative pairs each new member with a 'buddy' to ensure individual support in their first few months. The programme includes visits to the factory, the carpentry workshop and the upholstery production site and offices, as well as a digital module, available before the new member starts work, with introductory content about the brand.

Cassina also participates in the Haworth Leadership Institute's training programmes dedicated to high-potential talent. The programmes that took place in 2024 include:

01

Aspiring Leadership Program (ALP): an annual programme that combines classroom-based training, self-study and project work to prepare for future leadership roles;

02

Management Development Programme (MDP): an intensive week focused on leadership, decision-making and cross-cultural communication.

S1-13 | TRAINING AND SKILLS DEVELOPMENT METRICS¹

Employees who participated in regular performance and career development reviews

2024

Gender	Male	Female	Other*	Total
Employees who participated in reviews (n.)	149	176	0	325
Total employees (n.)	149	176	0	325
% of employees who participated in reviews	100%	100%	-	100%

Average number of training hours

2024

Gender	Male	Female	Other*	Total
Training hours (h)	827	918	0	1,745
Total employees (n.)	149	176	0	325
Average training hours (n.)	5.6	5.2	-	5.4

*Gender as specified by employee themselves.

1. The data refers to employees and non-employees based in Italy and does not include agency workers.

The first Cassina quality week kicks off

From the 8th to the 12th of July 2024, Cassina held its first Quality Week, an in-house training initiative designed to foster a more in-depth knowledge of the materials used by the brand and that encapsulate the manufacturing excellence that distinguish it on a global level.

A series of 20-to-30-minute training sessions were held throughout the week, open to all members and delivered by in-house experts from the Operations, Quality Control and R&D departments. These brand 'champions' shared insights into traditional materials, such as wood, leather, saddle leather and fine fabrics, as well as innovative materials, with a special focus on those with a lower environmental impact. The content provided fundamental knowledge allowing a thorough understanding of the characteristics and potential of the materials used.

Quality Week was therefore an important opportunity to promote a shared corporate culture that celebrates the technical and artisanal knowledge intrinsic to Cassina and its products.

Based on positive feedback received regarding this first event, the initiative is set to be repeated in the coming years.



Performance review

[GOV-3] [S1-13]

Cassina adopts a periodic performance review system (Performance Management) aimed at continuous improvement and appreciation of the workforce.

This process involves each member setting their individual performance objectives yearly, which are then validated and reviewed at the end of the year through the analysis of achievements and feedback received. In 2024, **100% of members actively participated in these review and professional development processes.**

Cassina annually awards a Performance Bonus, based on the achievement of specific organisational indicators. Members have the option of converting all or part of the bonus into a 'Flexible Benefit'; while any amount not converted is added directly to their pay cheque. A remuneration policy is also in place for brand management, based on the MbO (Management by Objectives)

model, which involves a fixed and variable component linked to results, considering experience and the role held.

The brand performs midterm and final reviews to monitor the achievement of objectives. Moreover, in 2024, there were 11 role rotations and 7 promotions, a testament to a work environment that invests in the potential of its members.

To ensure performance effectiveness, Cassina invites all members to submit their annual objectives to their supervisor who is responsible for approving them on the 'Member Central' platform. This process serves as a tool for each employee to understand and align their role and responsibilities with the strategies and objectives of the brand and the Group.

Each goal must meet the **SMART** criteria:

- _____ *specific, well-defined, clear and unambiguous;*
- _____ *measurable, with clear metrics quantifying progress toward success;*
- _____ *achievable, realistic and actually attainable;*
- _____ *realistic, within reach, feasible and relevant to the brand's purposes;*
- _____ *time-bound, with a defined deadline, ideally achievable by the end of the year.*

Diversity, Equity, Inclusion and Belonging (DEI&B)

[S1-4] [S1-9]

For Cassina, valuing Diversity, Equity, Inclusion and Belonging (DEI&B) is a fundamental pillar of the brand's culture and contributes to creating an open, collaborative and stimulating environment.

In this context, the brand has set an internal target of achieving 45% female representation in managerial positions and 30% in top management, while also fostering an inclusive and discrimination-free working environment where everyone is encouraged to express themselves freely and with respect for diversity.

At Cassina, 54% of members are between 30 and 50 years old, while 14% are under 30 and 32% are over 50. Diversity is not limited to age but is also reflected in gender balance: the workforce comprises 52% men and 48% women, maintaining a nearly equal distribution.



S1-9 | DIVERSITY METRICS

	Cassina (tot)	Cassina (IT)	Cassina (Abroad)
Distribution of employees by age group	n.	n.	n.
< 30 years	52	51	1
<20	2	2	0
21-24	9	8	1
25-29	41	41	0
30 - 50	194	173	21
30-34	58	52	6
35-39	48	44	4
40-44	43	36	7
45-49	45	41	4
> 50	116	102	14
50-54	52	46	6
55-59	45	38	7
60-66	19	18	1
>67	0	0	0
Total employees	362	326	36

Each year, Cassina carries out a survey among all members on the topics of Diversity, Equity, Inclusion and Belonging, aimed at identifying perceptions of areas such as belonging, listening and opportunities for growth. The survey results are analysed to establish an annual improvement plan aimed at further strengthening the brand's inclusive culture.

In 2024, Cassina recorded a significant improvement across several key indicators: the Diversity & Inclusion Index rose from 59% to 68% compared to the previous year. This increase reflects a more positive perception among employees, particularly with regard to the organisation's attentiveness, listening capabilities and the recognition and appreciation of suggestions and feedback. In 2024, 44% of role rotations and 57% of promotions involved female members. In terms of leadership, Cassina now has 48% of women in managerial positions, exceeding the set target of 45%, while 30% of top management is now made up of female members, consistent with the defined targets.

Additionally, the brand confirms its commitment to ensuring a fair and transparent pay policy through continuous monitoring of pay structures aimed at detecting and correcting any inequalities.

Cassina is involved in **Haworth Inc.'s DEI&B Committee**, a forum for collaboration between the various brands that sets out and coordinates strategies and initiatives, ensuring consistency and effectiveness at a global level.

Among the initiatives run by Haworth Inc., Cassina also participates in the 'Dick Haworth Values Award', an annual initiative to reward members who best represent and disseminate the Group's values in their daily work. Every year, all members have the opportunity to nominate colleagues who they believe have stood out for their commitment and achievements. Nominations are then assessed by Dick and Matthew Haworth, Chairman Emeritus and Chairman of Haworth Inc., who select the winners.



Trampoline Table by Patricia Urquiola – Cassina Outdoor Collection, ph. Francesco Dolfo

Managing Generations: uniting differences to create value

As part of initiatives to enhance generational diversity and foster an inclusive work environment based on dialogue, a management training course was carried out with a specific focus on **Managing Generations**. This served as a starting point for a broader subset of projects intended to strengthen cross-functional and cross-generational engagement and communication.

Among the most significant results is the involvement of colleagues from different generations in the development of projects aimed at strengthening the concept of 'customer

centricity'. One example subsequently implemented is the extended participation in the **Special Sale**, a new commercial experience that directly involved people from various departments at Cassina, including the production sites. In addition to being a moment dedicated to the relationship with the end customer, the initiative also represented a cross-functional team-building opportunity, encouraging dialogue between different functions and generations in a participatory context.

For more details on Special Sales, please refer to the 'Customer Centricity' section of this Sustainability Report.

Member welfare and well-being

[S1-1] [S1-4] [S1-15]

To promote well-being and cultivate the satisfaction and loyalty of its members, Cassina provides a range of options designed to improve their quality of life, economic situation and daily well-being.

In recognition of its achievement of the highest standards in HR, **Cassina was awarded Top Employer Certification** in 2024, a testament to its ongoing commitment to ensuring a quality work environment that is attentive to the well-being and appreciation of its members. Supporting this result,

engagement survey participation increased from 84% in 2023 to 90% in 2024.

In 2024, Cassina renewed its **supplementary agreement** to include new measures to support members and their families. Below is an overview of the main updates introduced.



Performance Bonus:

- allocation of a bonus linked to company performance, convertible via the Cassina Flexible Benefits platform;
- in 2024, 72% of eligible employees chose to convert at least 50% of their performance-related bonus into flexible benefits, confirming the growing adoption of this tool;
- recognition of pre-employment internship periods in the calculation of the accrued bonus.



Introduction of a Solidarity Hours Bank



Health care

ongoing collaboration with LILT Milano, Monza and Brianza to provide free on-site preventive breast and urological examinations.



Pension plans

additional company contribution for current and new members of the ARCO sector pension fund, to support employees in saving for the future.



Flexible work arrangements

opportunities for remote work under the Group's smart working policy, flexible hours and part-time options (with particular attention to requests made following parental leave), to support a better work-life balance.



Paid leave

medical appointments supporting the well-being of members and/or their household.



Flexible Benefit platform

direct access to the Cassina Flexible Benefits platform which enables reimbursement of education, mobility, family care and health care expenses, direct contributions to pension plans and shopping vouchers.

Regarding rewards and incentives, members that reach 25 years of service receive an extra bonus, issued through the Cassina Welfare platform in the form of flexible benefits. Upon retirement, members with at least 20 years of service also receive a miniature version of an iconic Cassina product.

Cassina complies with national legislation on parental leave and actively encourages employees to make use of this right. In 2024, 5% of employees took parental leave.

S1-15 | WORK-LIFE BALANCE METRICS

Gender	Cassina (Total)				Cassina (IT)				Cassina (Abroad)			
	Male	Female	Other*	Total	Male	Female	Other*	Total	Male	Female	Other*	Total
Employees entitled to take family-related leave over total employees (%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employees that took family-related leave (%)	3%	8%	0%	5%	3%	9%	0%	6%	0%	0%	0%	0%

*Gender as specified by employee themselves.



Occupational health and safety

[S1-1] [S1-4] [S1-14]

Cassina is committed to ensuring safety standards that exceed minimum legal requirements, promoting a culture of prevention and awareness at all levels of the organisation.

The brand adopts an Integrated Occupational Health and Safety Management System, compliant with the international ISO 45001 standard, which applies to all members and collaborators working at the production sites in Brianza and at the Cassina Store Milan. The system is subject to annual audits by an external certification body and is integrated with the Health and Safety Policy in accordance with Italian law (Leg. Decree 81/2008).

To support this system, Cassina has appointed an in-house Prevention and Protection Service Manager (RSPP) who is responsible for ensuring compliance with current regulations, monitoring any accidents and maintaining an active dialogue with management and members. Engagement by members is facilitated through constant dialogue with union representatives and Workers' Safety Representatives (RLS).

All employees are involved in mandatory training programmes, updated periodically based on regulations and job type, to increase awareness of their role in preventing accidents and encouraging safe behaviour at every stage at work. **This is**

coupled with a health surveillance and industrial hygiene programme run by the in-house occupational physician.

Monitoring includes periodic medical examinations and specialised assessments (ophthalmic, ENT) based on the Risk Assessment Document (RAD), with weekly support from a nurse.

In 2024 work continued on **implementing safety data sheets for each piece of machinery**, a task previously completed for the via Busnelli site, focusing on upholstery processes and now extended to the carpentry workshop. The sheets provide clear guidance on safe use and conduct to be avoided.

The **Skills Matrix**, meanwhile, allows managers to assess individual members' technical abilities in using the assigned equipment, only authorising use of such equipment in the event of a positive result.

2 accidents occurred in 2024, all of which were minor, leading to an injury frequency rate of 4, with 20 days lost due to work-related incidents. No cases of occupational illness were recorded.

S1-14 | HEALTH AND SAFETY¹

Direct employees covered by occupational health and safety management systems	2024
Employees who are covered by the undertaking's health and safety management system (n.)	325
Employees who are covered by the undertaking's health and safety management system (%)	100%
Non-employees workers who are covered by the undertaking's health and safety management system (n.)	11
Non-employees who are covered by the undertaking's health and safety management system (%)	100%
People in its own workforce who are covered by the undertaking's health and safety management system (%)	100%

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

Work-related accidents	2024
Work-related accidents of employees (n.)	2
Rate of work-related injuries (employees) (n.)	4
Work-related accidents of non-employees (n.)	0

Number of days lost	2024
Number of days lost (employees) (n.)	20
Number of days lost (non-employees) (n.)	0

1. The data refers to employees and non-employees based in Italy and does not include agency workers.



Near Miss tracking

Cassina constantly monitors Near Misses - events that could have resulted in accidents but did not - as an integral part of its safety management.

Each event is discussed in weekly Lean meetings, which provide opportunities for operational dialogue between representatives and department teams in order to identify practical solutions to prevent risk situations and maintain a culture of prevention.

Dedicated forms support the collection, classification and analysis of these events, examined based on three main criteria: hazardous behaviour, noncompliance with procedures and critical technical or organisational issues.

This approach makes it possible to strengthen safety monitoring and reduce the risk of accidents.

'Lower the ATS Index' initiative

Cassina participates in the 'Lower the Index' Targeted Prevention Plan, a five-year initiative (2021-2025) promoted by ATS Brianza and INAIL Monza that selects some of the companies from **the Monza/Brianza District** and, through self-assessment checklists, technical seminars and periodic audits, supports them in their goal of reducing accidents by at least 25%.

In 2024, Cassina's self-assessment form showed marked progress in its safety management system, with more robust preventive measures and greater organisational maturity, affirming the brand's position among the most virtuous companies in the area.

The carpentry workshop: balancing efficiency and safety

In 2024, Cassina strengthened production capacity and safety conditions at its carpentry facilities by redesigning the spaces based on Lean Manufacturing principles. The new configuration improved physical separation between vacuum and non-vacuum areas, helping to minimise occupational health and safety risks.

Industrial hygiene monitoring performed after the intervention confirmed that levels of exposure to hardwood dust remain well below legal limits.

As an additional measure, operators use FFP3 masks with exhalation valves to ensure respiratory protection.

Customer centricity

[S4-4]

For Cassina, excellence does not only mean ensuring high quality products but also placing the customer at the centre, improving their Customer Journey, from the moment they enter the store through to product and material selection and after-sales services.

The brand targets various customer segments, each with specific needs and distinctive characteristics, including:



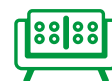
Commercial customers

such as companies, hotels, restaurants, offices and other facilities, interested in interior design projects for large spaces, entire buildings or international chains;



Interior designers and architects

seeking support in designing interior and exterior spaces;



Residential customers

purchasing Cassina products to furnish their private residences.

Cassina engages with its customers via an extensive network of sales outlets across the world.

Customer relations are handled by Cassina members in directly operated stores, or by specialist retailers that stock the brand's products in their stores.

Cassina's e-commerce platform, designed to complement and add value to the traditional sales channels, further strengthens its customer experience.



The Customer Journey

Over time, Cassina has refined its Customer Experience strategy, adopting the **Selling Ceremony**: this immersive experience is available in all directly operated stores and is gradually being rolled out throughout the distribution network.

The in-store activities revolve around **four key pillars** that guide and enhance each stage of the Customer Journey.



Welcome

interacting with the customer from the moment they enter the store ensures the highest level of sales service.



Discovery

establishing a bond with the customer enables exploration of their preferences and lifestyle, for a personalised sales journey.



Emotional presentation of the product

in this phase, the customer is immersed in an 'emotional space' that foregrounds the 'Touch & Feel' experience, where physical contact with the materials lets them discover the excellence of the brand.



Data acquisition and clienteling

the customer-centric approach goes beyond the in-store experience, aiming to build long-lasting relationships over time through the support of Customer Relationship Management (CRM) tools. Moreover, the relationship with clients is not limited to private ones, as tailored services and products are also offered to other customer groups such as architects, businesses and hotel chains.

This approach, long adopted at Cassina, was formalised in 2024 with the introduction of the **Retail Experience Guide**, a strategic document designed to standardise modes of interacting with customers across all retail outlets. Covering every aspect of the in-store experience – from the art of serving coffee to managing the after-sales relationship – the guide was initially adopted at directly operated stores, with the intention of gradually rolling it out globally.

The **Mystery Shopping** programme was upgraded during the year to make it more structured and rigorous. Specialised consultants carry out anonymous visits to directly assess the quality of the experience offered in the stores, considering compliance with brand image standards, consistency with the 'Selling in Style' model, and overall perception of service. The programme, which has also been extended to a selection of wholesale partners over the course of the year, aims to ensure a consistent, high-level service across all of the brand's distribution channels.

2024 special sale: a new sales experience

In keeping with the previous years, Cassina once again organised two special sales at its Factory Store in 2024, continuing a practise that has stood out over the years for its ability to redefine the shopping moment.

The editions held this year involved figures from different departments, from production to marketing, who actively contributed to the dialogue with customers despite not being part of the sales team.

Their presence enhanced the shopping moment thanks to their technical expertise and original perspectives, not usually available in a traditional sales environment.

This formula transformed the shopping experience into a deeper, more personal moment of discovery, strengthening the bond between customer, product and brand. The approach demonstrated how direct knowledge sharing and valuing members can contribute significantly to a richer, more memorable engagement. The feedback gathered during the initiative confirmed the success of the format, both in terms of customer experience and internal engagement.



Customer Care

Customer Centricity means being willing to adapt the organisation to meet the specific needs of each individual.

In this context, Cassina therefore reorganised its Customer Care service to respond more effectively to the needs of the retail and wholesale channels by establishing two streams, each with specific skills and dedicated teams. In 2024, with the aim of providing a consistent, professional and high-quality service for every type of client, particular emphasis was placed on the collaboration between the retail and wholesale channels as well as the Cassina Custom Interiors.

Two cross-departmental functions were set up to support this structure: one dedicated to complaint handling, the other to after-sales support. Adopting this new system has led to real results: reduced response time, increased operational efficiency, more personalised service and strengthened coordination among functions.

Among the key initiatives of 2024, a **training programme was launched for the Customer Care team**. The programme included sessions during which the Quality team transferred specific technical expertise to Customer Service on a selection of products, covering both catalogue items and new releases presented at the 2024 Milan Design Week, with the aim of improving the quality and completeness of responses provided to customers.

Focus was placed on key products such as the *Sleeping Collection*, emphasising bed assembly and the electrification process; the new *Lighting Collection*, with particular attention to the *Galaxy* model; and several product updates, including the *Soriana* sofa and the mattress for the *4 Chaise longue à réglage continu, durable*.



Protection and privacy of customer data

[S4-1] [S4-3]

Aware that the digitalisation of sales processes involves the exchange of personal data, Cassina has implemented internal procedures and specific guidelines to minimise privacy risks for employees and customers.

These include the General Privacy Policy for private customers, the General Privacy Policy for B2B customers, the Cookie Policy, and the Data Breach Policy.

In line with Haworth Lifestyle's Master Data Protection Policy, the brand has appointed a Data Protection Officer (DPO) responsible for ensuring the company's procedures comply with EU Regulation 2016/679 (GDPR). The DPO conducts audits and targeted checks to identify any issues and areas for improvement and prepares compliance plans where necessary.

The collection and processing of data concerning employees and suppliers are carried out through internal management systems, while customer data are collected during in-store

visits, participation at events, website browsing and purchase transactions. This latter information is then managed through a dedicated Customer Relationship Management (CRM) system.

Employees, suppliers and customers may exercise all rights provided by the GDPR and can contact the DPO for any questions related to data protection. Additionally, Cassina regularly organises training sessions for its employees on cybersecurity risks and GDPR regulations, ensuring that the training is completed within the established deadlines.

Continuing the trend of previous years, in 2024 Cassina did not receive any complaints regarding privacy violations of employees, suppliers or customers.



Community involvement

Cassina has always been committed to disseminating a culture of design.

Through strategic partnerships, Cassina supports the ideas and concepts of the designers and architects who it works with, promoting their central role in the history of design.

This approach contributes to making design increasingly accessible, encouraging a deeper understanding and recognising it as an authentic art form. As part of this process, the brand fosters an environment in which innovation, creativity and aesthetics can flourish, helping to elevate the entire design sector and extend the reach of the designers' work.

New generations of design

Cassina believes that contributing to the community also includes supporting the development of the skills that define its identity. Collaborating with schools, universities and young people is a practical way to support career paths central to the evolution of design.

Cassina for young people: inspire, welcome, guide

In 2024, Cassina relaunched a brand visit programme for middle school students, aimed at making the younger generations aware of the value of craftsmanship and the quality that has defined the brand's output for nearly a century.

The visits gave students the opportunity to observe the production stages up close and understand the importance of manual skills and attention to detail in making high-end furniture. The course was intended as a practical educational experience to give young people insight into the world of work, through the

example of a brand that has made excellence in craftsmanship its defining quality.

The initiative is part of a larger project aimed at countering the continued widespread prejudice against manufacturing professions, often regarded as of lesser value. **Through its involvement, Cassina seeks to contribute to a new narrative, in which manufacturing is recognised as a skilled, dignified career, fundamental to the future of the manufacturing sector and Italian design..**

Design professions

As a partner in the 'Mestieri del Design' (Design Professions) organised by the 'Giuseppe Terragni' Professional Training Centre in collaboration with the Municipality of Meda and leading local design companies, Cassina contributed to an initiative dedicated to showcasing young talent and traditional local craft skills.

The goal was to provide students with a detailed overview of the training pathways and key professions in design and the manufacturing of design products, including carpentry, upholstery and sewing, fundamental to ensuring the quality and distinctiveness of local products. The project involved schools and families in Brianza, to identify young talent and support them in discovering professional opportunities available with companies of excellence in the local area.

In May 2024, the selected students had the opportunity to visit partner companies to experience the craft professions firsthand, gaining deeper insights into the skills and roles central to Cassina's tradition and innovation.

As confirmation of its commitment to the education of the younger generations, Cassina has offered work-based learning internships to students from local technical and vocational programmes.

This initiative was designed to give young people direct exposure to the business world, promote the development of practical skills and pass on the value of Italian craftsmanship.

Cassina x PoliMi

Cassina cultivates active collaboration with Politecnico di Milano through the teaching of the Final Synthesis Laboratory course held by the Research & Development Director and through company visits dedicated to students. Such visits provide a valuable opportunity to witness the brand 'behind the scenes',

observe production processes up close, discover the approaches underpinning design and understand the values that distinguish Cassina's identity. This synergic relationship with the academia reflects the brand's interest in disseminating a culture of design and contributing to training new generations of professionals.



Collaborations

A longtime ambassador for the culture of design, over the years Cassina has transferred its expertise to various fields, from art to fashion to the automotive industry.

In 2024, the brand affirmed its eclectic spirit and cross-cultural approach through a series of significant collaborations with representatives of excellence from other sectors.



LANCIA

Cassina and Lancia revealed the new LANCIA YPSILON EDIZIONE LIMITATA CASSINA during a preview at the Cassina Store Milan.

Born from a collaboration between the two brands that began in 2022, this model features a fully electric engine and is available in a limited edition of 1,906 numbered and certified units in tribute to the year Lancia was founded.

Cassina has transferred its expertise to the new LANCIA YPSILON EDIZIONE LIMITATA CASSINA, curating its stylistic

details with an original approach that has brought life to a car with an elegant, contemporary look, welcoming passengers to make them feel at home wherever they are.

The new LANCIA YPSILON EDIZIONE LIMITATA CASSINA reflects the extreme care dedicated to every detail, from the selection of materials to the use of the colour blue for the car's interior and exterior, evoking the world of Lancia. More traditional details are reinterpreted in the name of innovation, such as the soft blue velvet used for the "Cannelloni" tube-like pattern on the seat upholstery.





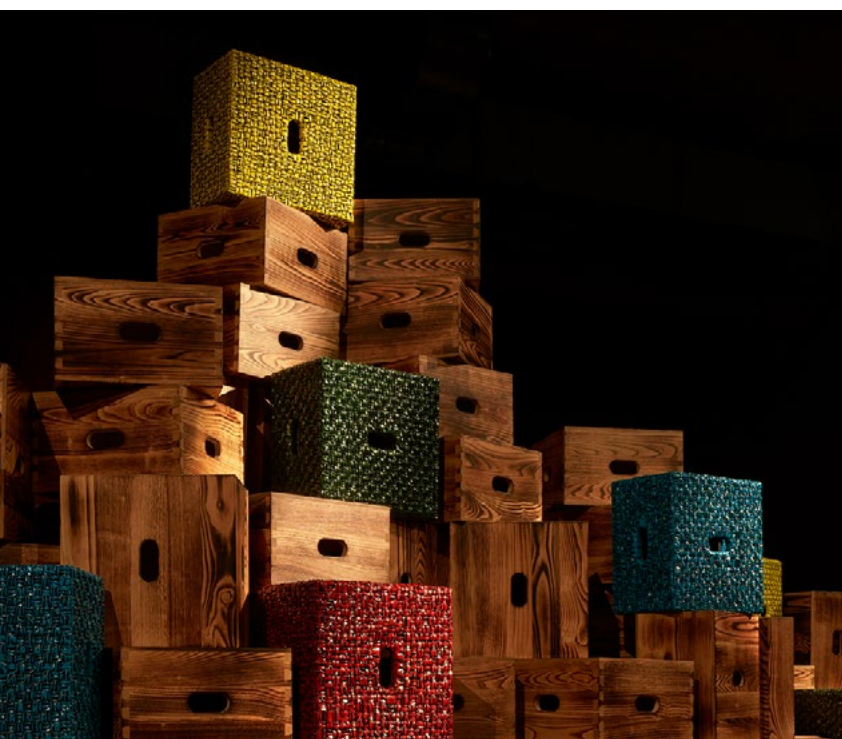
BOTTEGA VENETA

Fashion meets design in the collaboration between Cassina and Bottega Veneta, which resulted in a new interpretation of **the iconic LC14 Tabouret Cabanon, Roquebrune-Cap-Martin 1952, developed in close collaboration with the Le Corbusier Foundation, for the maison's Winter 24 show.**

Designed with the utmost respect for the original model, the *tabourets* were used as seats at the presentation of the brand's new collection, the fifth under the creative direction of Matthieu Blazy. An embodiment of Cassina's masterful carpentry know-how and Bottega Veneta's ongoing commitment to

innovative craftsmanship, these stools are unique thanks to the use of a charred-wood technique inspired by a traditional Japanese process.

Following the Winter 24 show, the *tabourets* were displayed in a stunning installation titled 'On The Rocks' at Palazzo San Fedele during Milan Design Week. For this occasion, the pieces were accompanied by a second limited edition of the model featuring Bottega Veneta's signature leatherwork weave.



TEAM WANG

Cassina and TEAM WANG design teamed up to bring a new guise and an innovative twist to Gerrit T. Rietveld's iconic *Utrecht* armchair.

An expression of Cassina's manufacturing excellence and the Chinese brand's innovative design philosophy, *TEAM WANG design Utrecht armchair* drew on the traditional Chinese

philosophical concept of 'Yin and Yang', capturing the beauty in the balance between culture and design.

The armchair features a harmonious interplay of black and white, symbolising the fusion of opposing forces. Armrests feature the model's signature blanket stitch, used to outline its contours, and are embellished with TEAM WANG design's iconic metal eyelets.



VIRTUAL REALITY: NEW OPENING, NEW VISION, NEW APPROACH

In March 2024, Cassina launched an immersive digital event in the Spaceverse, in collaboration with a renowned real estate developer and a partner from the technology sector.

The initiative involved the creation of a virtual version of an apartment in Milan that had been fully furnished with Cassina pieces and put up for sale, resulting in an innovative Phygital Home Staging experience combining physical and digital interaction. The concept for this event derived from listening to the customer's

needs and tracing the steps of the Customer Journey: from considering the property's potential to enhancing the space.

Designed to be personalised, interactive and immersive, the experience allowed users to explore the environment in a realistic way, combining the tangible dimension of the apartment with an immersive digital narrative, integrated into the real atmosphere of the property.



Design stories: exhibitions and publications

Cultural initiatives such as exhibitions and publications are key tools for Cassina to tell its story, celebrating its design heritage and cultivating an ongoing dialogue between past and future.

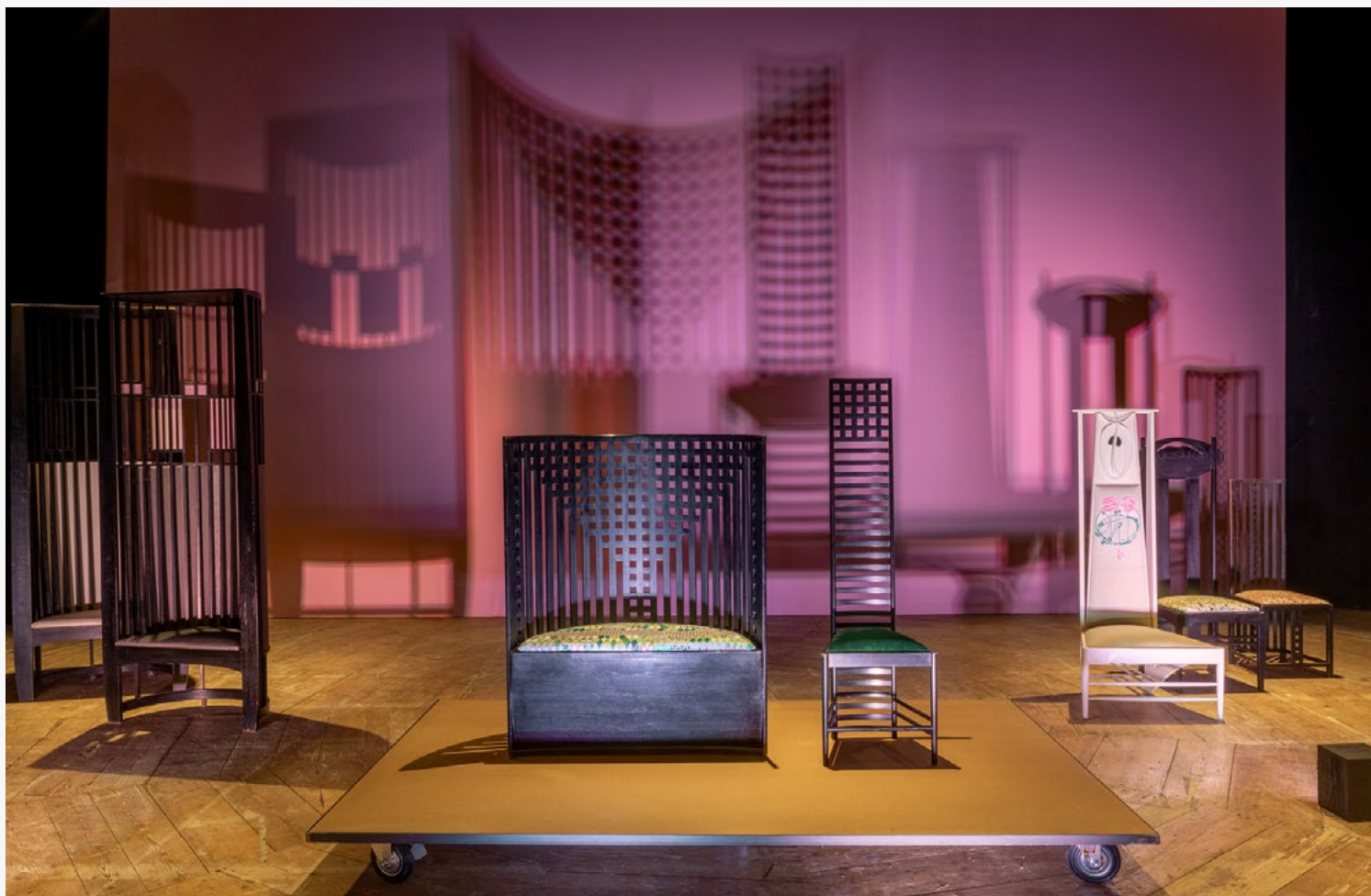
EDITARE IMAESTRI. TRIBUTO A FILIPPO ALISON

From the 11th to the 13th of October, as part of EDIT CULT 2024, the side programme to the EDIT design fair, Cassina presented 'Editare iMaestri. Tributo a Filippo Alison', an installation dedicated to the Neapolitan architect, designer and former curator of the Cassina iMaestri Collection.

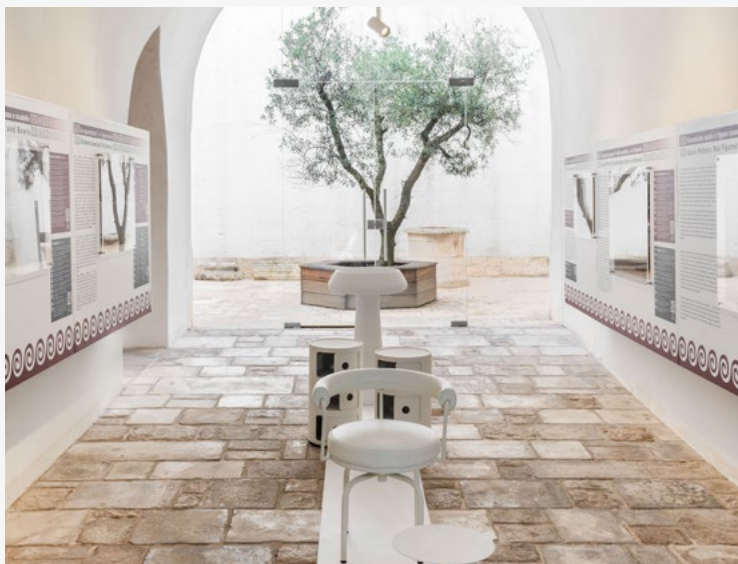
Held at Teatro di Corte in Palazzo Reale, in the heart of Naples, the exhibition showcased Filippo Alison's project focused on Charles

Rennie Mackintosh's furniture, officially incorporated into the emblematic Cassina iMaestri Collection in 1973, strongly defining the character of this group of designs.

The models and prototypes on display included two icons from the collection that took pride of place in centre stage: the *Willow 1* armchair and the *Hill House 1* chair, engaging in a dramatic play of light and shadow that characterised the entire installation.



Editare iMaestri. Tributo a Filippo Alison, ph. Eller Studio



OSTUNI DESIGN WEEK-END

In 2024, Cassina took part in the first Ostuni Design Week-end, the creative summit held in the White City from the 6th to the 9th of June.

On display at the Diocesan Museum, the *7 Fauteuil tournant*, durable small armchair from the Le Corbusier®, Pierre Jeanneret®, Charlotte Perriand® Collection was among the key exhibits at the '50 Shades of White' installation, curated by Giulio Cappellini to celebrate the city of Ostuni through a series of products originally produced or presented in white.

“DIALOGHI DI DESIGN” AT THE MA*GA MUSEUM IN GALLARATE

On the 24th of October, the conference 'Il design italiano tra gli anni '50 e '60 e l'esempio Cassina' (Italian design between the 50s and 60s and the example of Cassina) saw the start of the 'Dialoghi di Design' series of talks at the MA*GA museum in Gallarate, dedicated to the most influential names in the field. The first talk featured Barbara Lehmann, curator of Cassina's Historical Archive, and Aldo Colonetti, a design theorist, who discussed the importance of 1950s and 1960s design and

the fundamental role of historical archives in the process of revisiting and producing the icons of that era. This event coincided with 'Arte e design. Design è arte' and 'HYPERDESIGN,' two exhibitions held at the museum from the 13th of October 2024 to the 2nd of March 2025. The first, dedicated to the history of Italian design, featured Gio Ponti's 699 *Superleggera* chair, Marco Zanuso's *Lady* armchair and Franco Albini's *Cicognino* side table, all part of the Cassina iMaestri Collection.



'ECHOES, CASSINA. 50 YEARS OF IMAESTRI' NOW AVAILABLE EVERYWHERE

Available exclusively through the Cassina network and in Italian bookstores since October 2023, 'Echoes, Cassina. 50 Years of iMaestri,' curated by Ivan Mietton, with art direction by Nicola Aguzzi, Undo-Redo, and published by Rizzoli New York, was released worldwide in 2024. Published to mark the 50th anniversary of the Cassina iMaestri Collection, the book traces the history of this extraordinary collection, highlighting the brand's pioneering approach through reflections by CEO Luca Fuso, Art Director Patricia Urquiola, renowned philosopher Emanuele Coccia and the curator himself.

Cassina's social commitment

Cassina recognises the fundamental role of the local area and communities and is actively committed to giving back some of the value generated, contributing to collective development and well-being.

To mark the festive season and in memory of designer, architect and artist Gaetano Pesce, Cassina sent a sketch of the *Notturmo* a *New York* sofa to a selection of stakeholders, accompanied by a donation to the **Fondazione Enaip Lombardia**, headquartered in Cantù, Brianza. The foundation, with which the artist and his family had particularly close ties, promotes individual education in design, empowerment and social inclusion.

In November 2024, for the annual charity gala '**Be the Hope**', organised by **RFK Human Rights Italia** at La Pelota in Milan, Cassina donated a *Doron Hotel* armchair, designed by Charlotte Perriand and part of the Cassina iMaestri Collection, for an auction organised by Christie's.

Finally, Cassina contributed to the '**Correva l'anno 1994**' fundraising event, held on the 24th of October at the Camperio Salon in Milan and sponsored by the Benedetta D'Intino Onlus Centre, by donating the *Tabouret Méribel* stool by Charlotte Perriand to support children with severe communication disorders and minors experiencing psychological distress.

Participation in associations and foundations

Cassina believes in the importance of building community ties through the membership of prestigious associations and partnerships. These include:

Association for Industrial Design (ADI), which works to bring together designers, teachers, critics and journalists on matters related to design.

Assolombarda, an association of companies operating in Lombardy.

Cassina supports the **iMaestri foundations**, dedicated to preserving, developing and promoting the cultural and creative heritage associated with the great names in design and architecture which form part of its collection. As such, the brand participates in various cultural initiatives, including exhibitions and publications, and in particular:

Le Corbusier Foundation, for the restoration and maintenance of Maison La Roche-Jeanneret, the Foundation's headquarters in Paris.

Magistretti Foundation, as a founding partner and advocate for the maintenance and enhancement of its spaces.

Fondazione Franco Albini, for the protection and promotion of its heritage by supporting cultural activities.



OUR PERSPECTIVE ON THE PLANET

Energy transition, safeguarding the environment, combating climate change: these are issues that we have chosen to pursue not only in words but in actions, through a new approach to production and a vision that, in addition to respecting and protecting design, is able to respect the nature that surrounds us.

A new philosophy, in which the beauty of a Cassina project is also measured in its ability to value environmental issues.

Our contribution to
giving the planet a new
perspective.



Designing future challenges and opportunities

2024 saw the highest ever temperature record, exceeding the critical threshold of 1.5°C above pre-industrial¹² levels. This increase has exacerbated the frequency and intensity of extreme weather events such as floods, storms and wildfires, with human and economic consequences. The events have caused damage estimated in trillions of dollars and have put great pressure on global supply chains.

mitigate negative environmental impacts by strengthening regulations and introducing tools for measuring, reducing and offsetting the climate footprint. Sustainable finance assumes a key role in this context, with capital directed toward investments that promote resilient, low-impact production models which combine economic development and environmental protection.

In the face of this climate emergency, states and international bodies have accelerated the adoption of measures to

Over \$3.6 trillion in damage caused by climate-related events since 2000.¹³

Between 5% and 25% of average EBITDA of businesses is at risk from physical climate hazards.¹⁴

Investing 3% of global GDP in climate action could reduce net GDP losses by up to 15%.¹⁵

Cassina's response:

Integrated optimisation and digitalisation of logistics and production processes to reduce emissions and enhance overall operational efficiency.

Adoption of technologies to produce energy from renewable sources and implement interventions aimed at energy efficiency in production facilities.

Valuing the use of production waste through initiatives aimed at recovery and reuse, with measures taken right from the design stage in order to reduce waste and extend the life cycle of materials.

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

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

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

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



Ventaglio table by Charlotte Perriand – Cassina iMaestri Collection, ph. Francesco Dolfo

Cassina

Energy consumption and emissions management

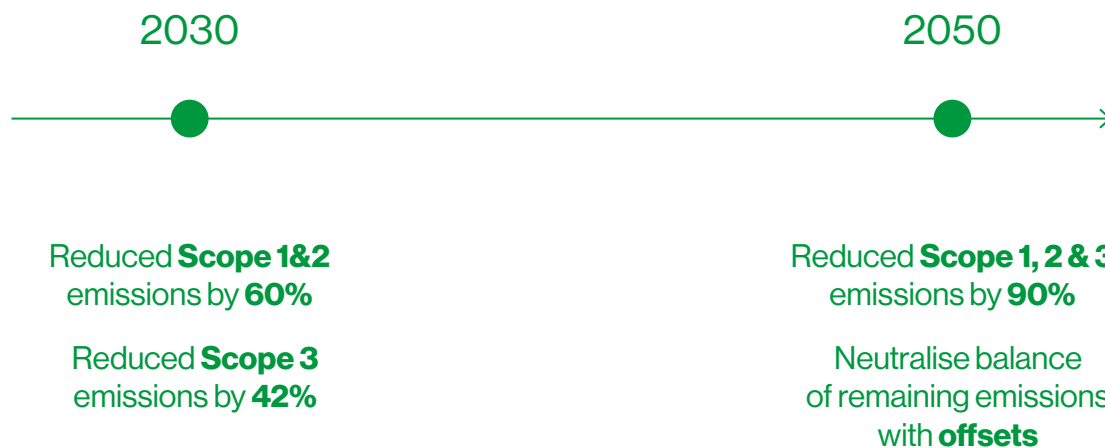
[E1-1] [E1-2] [E1-3] [E1-4]

Energy transition, environmental protection and combating climate change are issues that Cassina has chosen to address through concrete action.

Cassina is committed to contributing to the achievement of Haworth Inc.'s climate goals, which include sourcing 100% of electricity for production sites from renewable sources by 2025 and meeting short- and long-term emission reduction targets approved by the *SBTi*.¹⁶

Recognising that an effective management of climate-altering

emissions requires ongoing commitment and integrated collaboration throughout the supply chain, Cassina focuses on continuously improving its sourcing, manufacturing and logistics processes, with the goal of progressively reducing environmental impacts throughout the value chain.



Scope 1:

direct emissions from natural gas and fuel used for the brand's fleet;

Scope 2:

indirect emissions related to electricity consumption;

Scope 3:

indirect emissions from upstream and downstream activities in the value chain.

¹⁶ The SBTi (Science Based Targets initiative) is an international initiative that helps companies define emission reduction targets in line with what science indicates is necessary to limit global warming to 1.5°C, as set out in the Paris Agreement.

With this in mind, the brand has long implemented an ISO 14001-compliant Environmental Management System aimed at promoting continuous process improvement.

Cassina has begun a structured process aimed at reducing energy consumption and improving the overall efficiency of its production sites. The installation of a photovoltaic system in 2022 at the Meda headquarters, in via Busnelli, enabled the production of over 147 MWh of electricity in 2024. Building renovation works were also carried out, including the replacement of windows and extraordinary maintenance, which led to a significant increase in the building's energy efficiency and acoustic performance.

In 2024, a second photovoltaic system with a capacity of 240 kW was installed at the production site in via Tre Venezie, also in Meda. In this latter site, the integration of the heating and plumbing systems has enabled centralised management through a single, more efficient boiler system, thus contributing to further optimisation of energy consumption.

As part of a broader upgrade of the carpentry workshop, **targeted works were carried out to improve both occupational health and safety conditions and the department's environmental performance:** the installation of a new extraction system, equipped with inverter-driven motors, led to a significant reduction in energy consumption. The system is also integrated with an air recovery mechanism to filter and recirculate the extracted air, helping to contain heat loss and limit the need to heat outside air.

In 2024, 43% of Cassina's total energy consumption – including electricity, gas and fuel for the company fleet – was covered by renewable sources. The remaining 57% was met by fossil fuels, with no reliance on nuclear energy. With regards to purchased electricity, 91% of total consumption was covered by supplies from renewable sources.



E1-5 | ENERGY CONSUMPTION AND MIX

2024		
Purchased electricity		
Unit of Measurement	MWh	%
from renewable sources	2,169.11	91%
from non renewable sources	221	9%
2024		
Total energy consumption (MWh)	5,411	
2024		
Energy consumption from non-renewable sources	3,095	
<i>i. Non-renewable sources (MWh)</i>		
Coal and coal products (MWh)	-	
Diesel for company fleet: (MWh)	665	
Gaoline for company fleet: (MWh)	107	
Natural gas (MWh)	2,102	
Other fossil sources (MWh)	-	
<i>ii. Consumption of purchased or acquired (MWh)</i>		
Electricity from fossil fuels (MWh)	221	
Heat from fossil fuels (MWh)	0	
Steam from fossil fuels (MWh)	0	
Cooling from fossil fuels (MWh)	0	
<i>Fossil sources in total consumption (%)</i>	57%	
2024		
Energy consumption from nuclear sources	0	
Nuclear (MWh)	0	
<i>Nuclear sources in total consumption (%)</i>	0%	

2024	
Total energy consumption from renewable sources disaggregated by:	2,316
<i>i. fuel consumption for renewable sources including biomass (also comprising industrial and municipal waste of biologic origin), biofuels, biogas, hydrogen from renewable sources (MWh)</i>	0
<i>ii. Consumption of purchased or acquired (MWh)</i>	2,169
Electricity from renewable sources (MWh)	0
Heat from renewable sources (MWh)	0
Steam from renewable sources (MWh)	0
Cooling from renewable sources (MWh)	0
<i>iii. Self-generated non-fuel renewable energy (MWh)</i>	147
self-generated non-fuel renewable energy (MWh)	147
<i>Renewable sources in total consumption (%)</i>	43%

2024	
Production of non-renewable energy (MWh)	0
Production of renewable energy (MWh)	147

Cassina's total direct (scope 1) and indirect (scope 2) emissions amounted to 664 tCO₂eq.

E1-6| SCOPE 1 & 2 EMISSIONS

2024		
Scope 1&2 emissions		
	Market based	Location based
Unit of Measure	tons CO₂-e	tons CO₂-e
Scope 1	602	602
Scope 2	62	720
Total	664	1,322

Logistics optimisation

Logistical efficiency is a strategic factor in limiting transportation-related emissions, particularly given the global distribution network of Cassina products.

Over the years, the brand has implemented advanced strategies to optimise inbound and outbound flows, such as direct shipping from suppliers to subcontractors, efficient route planning, eliminating empty trips and adopting 'Delivered at Place' systems.

Cassina consolidated this approach in several ways in 2024. **Internal flows were optimised to respond to the increase in production**, sending materials directly to the Lentate sul Seveso site and thereby reducing both urban traffic and related emissions due to transfers between sites.

At the via Tre Venezie site, dedicated to woodworkmanship, the installation of an in-house painting plant has eliminated the need for transportation to outside suppliers, strengthening production autonomy. Meanwhile, in Lentate sul Seveso, expansion of the warehouse (+4,500 m²) has improved loading and unloading operations and the overall efficiency of the handling of goods.

Digitalisation has played a central role: the introduction of tracking systems has made inventory management and picking operations more efficient for order preparation, while also reducing dependence on rented space. By 2025, the frequency of weekly transport is expected to decline further, with benefits estimated at around 30% in terms of CO₂ emissions, delivery times and operating costs.

At the same time, implementation of the Manufacturing Execution System (MES) at the via Tre Venezie site has made workflow monitoring, resource allocation and production planning more efficient.

Finally, outbound logistics is centralised under the supervision of Haworth Lifestyle. This decision facilitates optimisation of global activities by combining direct management of shipments to Europe and the United States, whereas shipments to Asia are most often handled on an ex-works basis, allowing the customer to have the product collected by their own logistics partner.



Pollution

[E2-1] [E2-2]

To reduce pollution-related environmental impacts throughout the operating cycle and value chain, Cassina takes a structured approach, in keeping with the strategy promoted by Haworth Lifestyle, founded on prevention and mitigation.

Each Haworth Lifestyle brand complies with the regulatory frameworks relevant to its activities, including the European REACH Regulation, California's Proposition 65, Title IV of the TSCA (Toxic Substances Control Act) and other applicable hazardous substances regulations.

Following the introduction of new US regulations on PFAS – toxic chemicals with significant impacts on the environment and human health – the brand is committed to ensuring compliance, also by working with its suppliers to promote the use of alternative solutions along the production chain.

In addition, Cassina applies the **Restricted Substances List (RSL)**, a list shared within Haworth Lifestyle that regulates the use of more than 5,000 restricted chemicals.

From an operational perspective, **all production facilities are subject to regular monitoring and preventive maintenance.** These measures are particularly crucial in enclosed workplaces, where dust and emissions monitoring is essential to ensuring the safety of workers and protection of the surrounding environment.



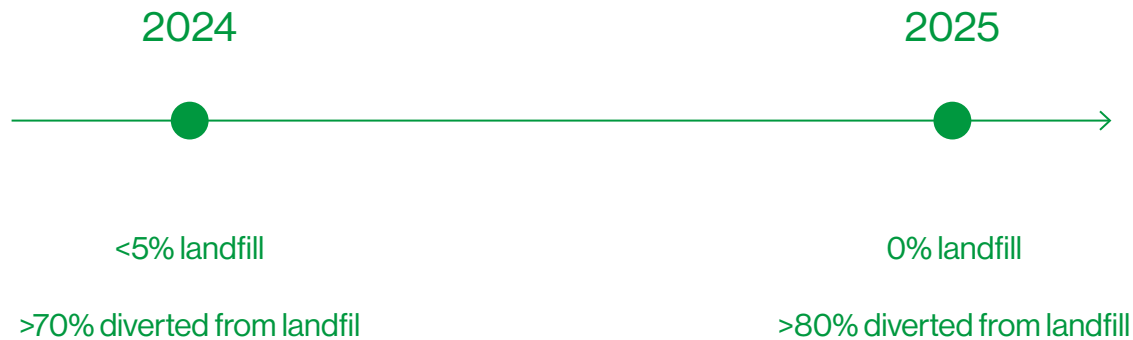
Waste management

[E5-2] [E5-3] [E5-5]

Cassina believes resource management means taking practical action to reduce waste, make best use of recoverable materials, and minimise disposal.

In accordance with Haworth Lifestyle's waste management goals, Cassina is actively working to reduce waste at source, maximise recycling and minimise environmental impact. This is reflected in

the goal of **'Zero waste to landfill'** by 2025 for production sites and headquarters, along with an ongoing effort to improve waste recovery and circularity.



In Cassina's production cycle, the majority of waste comes from direct processing and includes woodworking waste such as shavings and sawdust, as well as leftover leather and saddle leather.

Cassina already adopts measures at the design stage to limit the amount of waste generated by optimising consumption of raw materials; nesting techniques, for example, allow cutting patterns to be placed in such a way as to minimise fabric and leather waste.

With the aim of making the most of unavoidable leather offcuts, Cassina also transfers all unusable remnants to companies specialised in small leather goods.

These leather waste repurposing activities led to the reuse of approximately 42.4 tons of leather in 2024.

Commitment to waste management is achieved through rigorous and selective waste sorting.

Waste generated at the production sites is collected and managed by a certified external partner, responsible for storing it and sending it for recycling or energy recovery. This partner provides periodic, detailed reports on the quantities and types of waste processed.

In 2024, Cassina produced a total of approximately 976 tons of waste, 95% of which was diverted from landfill. Of this figure, 59% was recycled, while 41% was prepared for reuse or other forms of recovery. 99% of the total was non-hazardous materials, and no radioactive waste was generated.

E5-5 | RESOURCE OUTFLOWS

Unit of measure	Kg	%
Total waste generated	975,878	
Total waste diverted from disposal (including waste prepared for reuse, recycling, or subject to other recovery operations)	931,361	95%
<i>of which hazardous</i>	2,981	0.32%
<i>of which non-hazardous</i>	928,380	99.68%
Total waste directed to disposal	44,517	5%
<i>of which hazardous</i>	10,497	23.58%
<i>of which non-hazardous</i>	34,020	76.42%
Specific breakdowns of total waste*		
Total non-recycled waste	428,625	44%
Total amount of hazardous waste and radioactive waste generated	13,478	1.38%

*The total amount of non-recycled waste is the sum of waste sent for disposal and waste prepared for reuse, recycling or other recovery operations.



METHODOLOGICAL NOTE

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

The publication of **Cassina's fourth Sustainability Report** confirms the brand's commitment to voluntary reporting on its environmental, social and governance performance, providing readers with a clear picture of its activities and related impacts, risks and opportunities.

The information collected refers **to the 2024 financial year**, with reference to the period from the 1st of January 2024 to the 31st of December 2024 and is prepared following the same scope of consolidation adopted for the Annual Report. As an integral part of Haworth Lifestyle, the data pertaining to Cassina is included and consolidated within the Group's Sustainability Report 2024.

Cassina has chosen to voluntarily adopt the new **European Sustainability Reporting Standards (ESRS)**, developed by the European Financial Reporting Advisory Group (EFRAG). This decision ensures that information is collected, organised and presented according to criteria of transparency, consistency and comparability, key elements in ensuring data reliability and facilitating comparison with the performance of other companies operating in similar sectors. The quantitative data presented in

the tables in the document are inspired by the ESRS, with some simplifications to enable easier consultation. For a detailed overview, please refer to Haworth Lifestyle Report, where data are presented on a consolidated basis across all brands in the Group.

The data collection, verification and validation process were conducted with the active input of all functions involved in the management of material sustainability issues, thus ensuring an accurate and complete representation of the brand's reality. Coordination and supervision of this process was entrusted to Haworth Lifestyle's Corporate Social Responsibility function, which ensured compliance with the methodological criteria related to the information provided.

Finally, the Report was reviewed and approved by the Chief Executive Officer Luca Fusco.

This is the English translation of the original Italian document "The Cassina perspective on sustainability. Report di Sostenibilità 2024". In any case of discrepancy between the English and the Italian versions, the original Italian document is to be given priority of interpretation for any purpose.



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Where heritage meets boldness: Italian mastery, pioneering design

When, in 1954, Aurelio Zanotta opened the doors of the brand that bears his name, its initial focus was on the production of sofas and armchairs which, at the time, were overwhelmingly the domain of upholstery workshops. However, Zanotta's vision far exceeded the largely utilitarian scope of local upholsterers. **Beyond its surface functionality, he recognized in furniture design a new form of cultural expression—a venerable creative outlet worthy of the same respect afforded to traditional artistic activity such as painting and sculpture.**

With instinct, charisma and a natural curiosity in new materials and technologies, his unique and, at the time, revolutionary approach brought Zanotta into contact with some of the icons of Italian design. From the mid-1960s onward, the company underwent a radical transformation. No longer confined to producing conventional sofas and armchairs aligned with the trends of the time, **Zanotta began to explore a new design language—one that embraced bold experimentation and redefined the very concept of furniture.** This marked a true turning point for the brand, giving rise to objects that would become icons of contemporary design: the *Throw-Away* sofa by Willie Landels

(1965), the inflatable *Blow* armchair by De Pas, D'Urbino, Lomazzi and Scolari (1967) and the revolutionary *Sacco* chair by Gatti, Paolini and Teodoro (1968). These pieces signalled not only a change in style but also a shift in the company's cultural and creative philosophy. By the early 1970s, it led him to several visionary re-edition projects, including the faithful reproduction of works by Italian Rationalist Giuseppe Terragni, such as the *Sant'Elia* armchair and the *Lariana* and *Follia* chairs, the latter of which would, in just a matter of years, become a recognisable fixture of the brand.

In 2024, Zanotta celebrated **70 years of design excellence**, continuing to build on its founder's pioneering vision. Over the years, the brand has forged collaboration with more than **143 designers** who have contributed to a rich portfolio of high-end products.

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

Values

Heritage

since 1954, Zanotta has redefined domestic living with boldness, beauty and innovation, giving life to timeless, iconic creations by some of the most influential figures of the 20th century.

Italian Craftsmanship

all Zanotta products are made in Italy, fusing artisanal mastery and industrial innovation, where premium materials and a sustainable vision come together to create collections designed with care and responsibility.

Radical & Pioneering Design

Zanotta has both shaped and reflected different eras of design, establishing itself as a key player in the field. Its furniture has interpreted and embodied cultural and social revolutions, standing out for its iconic, bold and innovative presence.

Awards

Compasso d'Oro:

Za:Za sofa
by Zaven (2024)



Lifetime Achievement Award
for the *Sacco armchair* by
Gatti, Paolini and Teodoro
(2020)



Tonietta chair
by Enzo Mari (1987)



Sciangai clothes-stand
by De Pas, D'Urbino
and Lomazzi (1979)



Guscio cabin by
Roberto Menghi (1968)



Partnerships and collaborations

Association for Industrial Design (ADI):

unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.

Altagamma Foundation:

focused on promoting Italian excellence, uniqueness and lifestyle globally, it fosters the growth and competitiveness of Italian high-end cultural and creative industry enterprises all over the world.

Temporary exhibitions:

Zanotta has showcased its creations in numerous prestigious temporary exhibitions, held in major cultural centres and internationally renowned museums.

Collaboration with Bottega Veneta:

reimagining the iconic *Sacco* armchair, *The Ark* combines playful design with refined, exclusive elegance. Commissioned by Creative Director Matthieu Blazy and crafted by Zanotta, the collection—unveiled during the SS25 fashion show—features fifteen animal-shaped seats that blend comfort, creativity and unmatched craftsmanship.

Product

Circularity services

120

Replacements
in 2024

55

Repairs
in 2024

ZA:ZA SOFA

Awarded in 2024 with the prestigious XXVIII Compasso d'Oro for design excellence, *Za:Za*'s core features a metallic skeleton that supports anthracite-coloured polyester straps that are mechanically attached to create a cradle for its upholstered elements. The entire sofa is covered with a range of fabrics, such as Testura (35% cotton, 41% recycled polyester and 24% recycled cotton), making *Za:Za*'s upholstery completely removable and therefore attentive to responsible design. During the 2024 Milan Design Week,

Zanotta unveiled the new *Za:Za Max* sofa produced in collaboration with the Venetian duo **Zaven**. Following the success of the original *Za:Za* model, launched in 2022 and awarded the prestigious **XXVIII Compasso d'Oro** for its design excellence, *Za:Za Max* embodies the same values that earned its predecessor this recognition. Its modular elements offer different configuration possibilities, enhancing flexibility and encouraging more versatile use of space.



People

67

Zanotta's members

51%

The share of women in Zanotta's workforce

ATTENTION TOWARDS ITS PEOPLE

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

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

Planet

29%

Of leather offcuts repurposed and resold in 2024

44%

Of saddle leather offcuts repurposed and resold in 2024

LEATHER SCRAP VALORISATION

A key advancement for Zanotta lies in the resale of leather offcuts that are generated during production. The brand collaborates with specialised external partners to recover these scraps and convert them into new marketable

products. In 2024 alone, Zanotta successfully resold 29% of leather and 44% of saddle leather offcuts, significantly contributing to waste reduction and supporting a circular economy approach.





Talent scout, democratizer of experimentation and ambassador of Italian design

Established in 1946 by Enrico Cappellini, the company underwent a significant evolution when Giulio Cappellini joined in 1977, the aim being to modernize and expand the brand globally. His innovative vision led to the introduction of groundbreaking designs such as *Sistemi* in 1981, emphasising the fusion of style and functionality. The beginning of collaborations with designers such as Shiro Kuramata, Jasper Morrison, Marc Newson, and Tom Dixon led to the creation of now-iconic pieces like the *Side1*, *Thinking Man's Chair*, *Embryo Chair*, and *S-Chair*. These works strengthened both the brand's reputation and **Giulio Cappellini's role as a talent scout and leader in design innovation**. Ongoing collaborations with Nendo and Patricia Urquiola have further positioned Cappellini at the forefront of contemporary design.

Among its proudest achievements are iconic products that have made a lasting mark on the design landscape.

In 1986, the collaboration between Giulio Cappellini and Shiro Kuramata gave birth to the *Progetti Compiuti* collection, considered a milestone in design history. The unveiling of Jasper Morrison's Thinking Man's Chair prototype in London was also a significant moment, embodying innovation and attentive design. Additionally, Cappellini's collaboration with renowned Spanish designer Patricia Urquiola resulted in the *Lud'o Lounge* chair, reflecting the brand's commitment to innovation, comfort and environmental awareness.

Values

Good design

sophisticated, aesthetically sensible and long-lasting.

Free-minded

pushing boundaries but not into short term trends.

International flair

rooted in Italy but globally minded.

Innovation & Research

being passionate about experimenting.

Craftsmanship

leveraging our Italian heritage with the highest care to details.

Sustainability

creating long lasting products protecting our environment.

Mentoring

developing new talents in design.

Awards

Compasso d'Oro:

Lifetime Achievement
to Giulio Cappellini (2022)

Partnerships and collaborations

Association for Industrial Design (ADI):

unites and advocates for the foremost contributors within the Italian design landscape, serving as a catalyst for the advancement of industrial design as both a cultural and economic force.

Homo Faber:

a biennial festival celebrating the excellence of contemporary craftsmanship, curated by the Michelangelo Foundation for Creativity and Craftsmanship in Venice. Within the Padiglione delle Capriate, among the spaces dedicated to culinary breaks, in the Journeys Garden & Tea Room, Cappellini took centre stage with some of its iconic pieces, presented in finishes specially selected for Homo Faber by the two artistic directors Luca Guadagnino and Nicolò Rosmarini.

gOOOders and Design Differente:

a lifestyle concept founded by fashion editor Eva Géraldine Fontanelli, with the idea of supporting and giving visibility to projects with a strong social component, without compromising aesthetic appeal. In collaboration with Design Differente, Cappellini curated the layout of the first gOOOders flagship store, inaugurated in Milan, with an avant-garde laboratory filled with artisan objects.

Spazio Cappellini Milano:

during Milan Design Week 2024, the store in via Borgogna showcased the stunning floral decorations by Elham M. Aghili, created using discarded materials otherwise destined for disposal, with a strong focus on sustainability and upcycling.

Product

X Table System

Made from partly new and partly recycled materials, these small tables make use of the concept of modularity, extending the product's lifespan through simple repairs while reducing production costs and resource consumption.



LUD'O LOUNGE

The result of the collaboration with renowned designer Patricia Urquiola, *Lud'o Lounge* stands as a **testament to innovative design, exemplified by its removable upholstery**. Produced with a recycled plastic shell through rotational moulding, *Lud'o Lounge* is a masterpiece of comfort and versatility. This design chair is entirely recycled and recyclable, making every component, from the base to the padding, a statement on giving

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



People

30

Cappellini's members

Upcycled Christmas Gift

To foster a culture of circularity, inclusion and care, in collaboration with Cooperative Alice

NEW HEADQUARTERS

Cappellini's workforce consists of **30 members**, primarily located in Italy. Half of the team are women, and every employee has a permanent contract. **In 2024, Cappellini relocated to its new headquarters in Lentate sul Seveso, a move that enhanced the integration of various brand**

functions previously spread across two locations. The new office environment is brighter and more functional, contributing significantly to the well-being of members by providing a more conducive and collaborative workspace.

Planet

70%

The reduction of monthly mixed waste compared to 2023

RESPONSIBLE WASTE MANAGEMENT

In 2024, Cappellini improved waste management at its Lentate sul Seveso facility, enhancing recycling efficiency. New waste separation rules were implemented across the entire 5,000-square-metre site, allowing production waste to be sorted and disposed, primarily as plastic, cardboard and mixed materials. This initiative, along with awareness-building efforts, led to a

70% reduction in monthly mixed waste compared to 2023. Cappellini's commitment to managing environmental issues was further reinforced by the renewal of its ISO 14001 certification in September 2024. In addition, since 2022, Cappellini has transitioned from paper-based price lists to fully digital versions, annually reducing printed marketing materials by 50%.



USEFUL LINKS

- [Cassina Sustainability Report](#)
- [Cassina website](#)
- [Zanotta website](#)
- [Cappellini website](#)
- [Sustainability of Haworth Lifestyle](#)
- [Corporate Social Responsibility of Haworth Inc.](#)

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