

# Sustainability Report

2024

# Sustainability Report

2024

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# A message to our stakeholders

In a year marked by continued global challenges - from geopolitical tensions to climate-related disruptions - B&B Italia Group is proud to present the 2024 edition of our Sustainability Report, reaffirming the role of sustainability as a reference point in our daily operations and decisions. We maintained our alignment with the principles of the United Nations Global Compact and the Sustainable Development Goals, and sustained progress towards our Environmental, Social, and Governance (ESG) objectives introduced four years ago, including full renewable electricity sourcing and ongoing reduction of greenhouse gas emissions aligned with our 2030 targets. Notably, we maintained the sourcing of 100% renewable electricity for our production sites in Novedrate, Misinto, and Caldogno. In Novedrate, we also continued using surplus thermal energy from a neighboring cogeneration plant, helping to reduce our reliance on natural gas and lower our Scope 1 greenhouse gas emissions.

In continuity with the efforts of recent years to expand the scope of our reporting, we continued monitoring Scope 3 greenhouse gas emissions in 2024, including those associated with upstream and downstream activities. Gaining a clearer picture of the Group's broader climate impact is a necessary step toward refining our approach.

As a Group rooted in the culture of Italian design, we believe that design is not only about form and function, but also a powerful tool to inspire more sustainable ways of living. Our ongoing focus on quality and innovation has continued to shape our approach to circularity. This year, we introduced new products developed with eco-design and circularity principles in mind, aiming to enhance recyclability and gradually integrate circular economy practices into our design and production processes.

In 2024, this manifested in the release of products such as the expanded "Erica" collection, now a full outdoor range - featuring sofas, armchairs, sunbeds, and tables - designed with recyclable materials and disassembly in mind to support circular design principles. The principles of eco-design and circularity adopted within our Group are aligned to the Eco-design Framework developed by Flos B&B Italia Group.

We believe that sharing the expertise and knowledge developed over the years in the high-end design furniture sector with our local communities contributes to the ongoing growth and evolution of our Brand. In recent years, we have collaborated with both local and national schools and universities to offer students hands-on experiences and training opportunities. This year, we continued our collaboration with the Giuseppe Terragni Technical School in Meda, supporting the development of technical and professional skills that reflect the craftsmanship and know-how at the heart of our work.

We recognize and are encouraged by the progress made this year and continue along the path we set out on several years ago, guided by our values and a shared interest in contributing to a more sustainable future.

We invite you to explore the 2024 Sustainability Report and join us in shaping a future where design and responsibility move hand in hand.

Piero Gandini  
Executive Chairman

Demetrio Apolloni  
Chief Executive Officer

# Highlights from 2024

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new openings in the U.S.A. in 2024  
New York Madison Avenue,  
Washington D.C. and Boston

100%

of energy purchased from renewable  
sources at Group's production plants\*

\* With reference to B&B Italia, Maxalto and Arclinea production plants.

97%

employees with  
a permanent contract

695

people employed

10

new product families  
released in 2024

47,836

tCO2e in GHG emissions



# B&B Italia Group design world



# Introducing B&B Italia Group

B&B Italia S.p.A., together with its fully consolidated subsidiaries (hereinafter referred to as the “B&B Italia Group” or “the Group”), operates across the Residential, Luxury Retail, Office, Hotel, and Hospitality furniture sectors through its distinguished brands: **B&B Italia**, **Maxalto**, **Arclinea** and **Azucena**. Each brand maintains a distinct identity, where design, research, creativity, and technology evolve in harmony—interpreting contemporary lifestyles and trends while remaining united by a shared philosophy: to craft refined, distinctive products that fuse tradition, innovation, and design excellence. The Group’s mission is to create the most innovative, iconic and timeless pieces of design furniture to inspire people around the globe through the power of the best creative minds, unparalleled R&D, industrial know-how and Made in Italy quality that make B&B Italia one of the world’s premier design companies.



**B&B Italia S.p.A.**, founded in 1966 by the visionary Piero Ambrogio Busnelli, stands as a benchmark in Italian furniture design. Headquartered in Novedrate (Como), in a prestigious building designed by Renzo Piano and Richard Rogers in 1971, B&B Italia has built its success on the ability to represent contemporary culture, to sense and anticipate trends, to respond to changes in taste and living needs. The call to research and innovation is mirrored in a collection of furnishings based on a unique mix of creativity, innovation and industrial know-how. From the beginning, the partnership with the best international design professionals has enabled the creation of iconic products which radically marked the history of design: the Serie Up by Gaetano Pesce, Le Bambole and Camaleonda by Mario Bellini, Diesis by Antonio Citterio and Paolo Nava, Charles by Antonio Citterio, Tufty-Time by Patricia Urquiola, Grande Papilio by Naoto Fukasawa are just a few of them. These strong relationships have always been key factors in the strategic development of the company and of its lifestyle, and together with them, B&B Italia has made a significant contribution to the design culture and to the history of Italian design throughout the world.

## Arclinea

**Arclinea Arredamenti S.p.A.**, established in 1925 by Silvio Fortuna in Caldogno, is a renowned Italian company specializing in the design of premium kitchens. Originally founded as a small artisanal laboratory focused on wood processing, Arclinea has grown steadily by anticipating social and lifestyle shifts—blending tradition, innovation, and industrial excellence. In 1958, the company introduced Italy’s first modular kitchen, soon followed by pioneering designs such as the first kitchen with integrated electrical appliances and a stainless-steel hob. During the 1980s, Arclinea began collaborating with acclaimed architects and designers, most notably Antonio Citterio, who brought the functionality of professional restaurant kitchens into the home environment. This partnership has since produced numerous iconic models, reinforcing Arclinea’s reputation for innovation and design leadership. Arclinea became part of the B&B Italia Group in September 2016, further strengthening the Group’s portfolio of excellence in Italian design.

## MAXALTO

**Maxalto** was started in 1975 by Piero Ambrogio Busnelli, founder of B&B Italia, with the aim to set up a company able to preserve and enhance the traditional craftsmanship techniques. Afra and Tobia Scarpa were the first interpreters, designing a series of iconic wooden furniture items through the use of rare, ancient production techniques typical of cabinet and lute making. After this important collaboration, in 1995 Maxalto heralded a new era with Antonio Citterio as its sole designer and artistic director. Maxalto features a “modern classic” approach in its collections offering a complete range of sophisticated and elegant furnishings, designed in a tradition of artisanship with a contemporary approach, combining excellent materials, precise manufacturing and exclusive details.

## AZUCENA

In 2018, the B&B Italia Group acquired **Azucena**, the classic Italian brand founded in 1947 by architects Luigi Caccia Dominioni, Ignazio Gardella and Corrado Corradi Dell’Acqua. The Group wanted to preserve and relaunch the brand in an active vision of the Italian heritage producing and marketing a collection that reissues more than 20 iconic products designed by Luigi Caccia Dominioni including the iconic Catilina chair, the ABCD and Toro armchairs, the Monachella lamp and the Cavalletto table. Azucena stands out for its collections that combine formal elegance, understated luxury, pure and clear aesthetics and high craftsmanship.

With recorded revenues of approximately €263 million in 2024, B&B Italia Group is present in more than 80 countries worldwide and employs 695 people, mainly located in the Italian manufacturing sites of B&B Italia (Novedrate and Misinto, Lombardy - Italy) and in the Arclinea plant (Caldogno, Veneto - Italy). The remaining staff is employed in various flagship stores and in smaller commercial subsidiaries, namely B&B Italia USA Inc., B&B Italia London Ltd., B&B Italia München GmbH, B&B Italia Paris SARL and B&B Furniture (Shanghai) Co. Ltd<sup>2</sup>.

<sup>2</sup> The entity is currently dormant and does not include B&B Italia Group employees as of 31.12.2024.

# B&B Italia

## productive plants

**B&B Italia** and **Arclinea** continue to prioritize sustainability by actively reducing the environmental impact of their operations across three manufacturing sites and two warehouses.

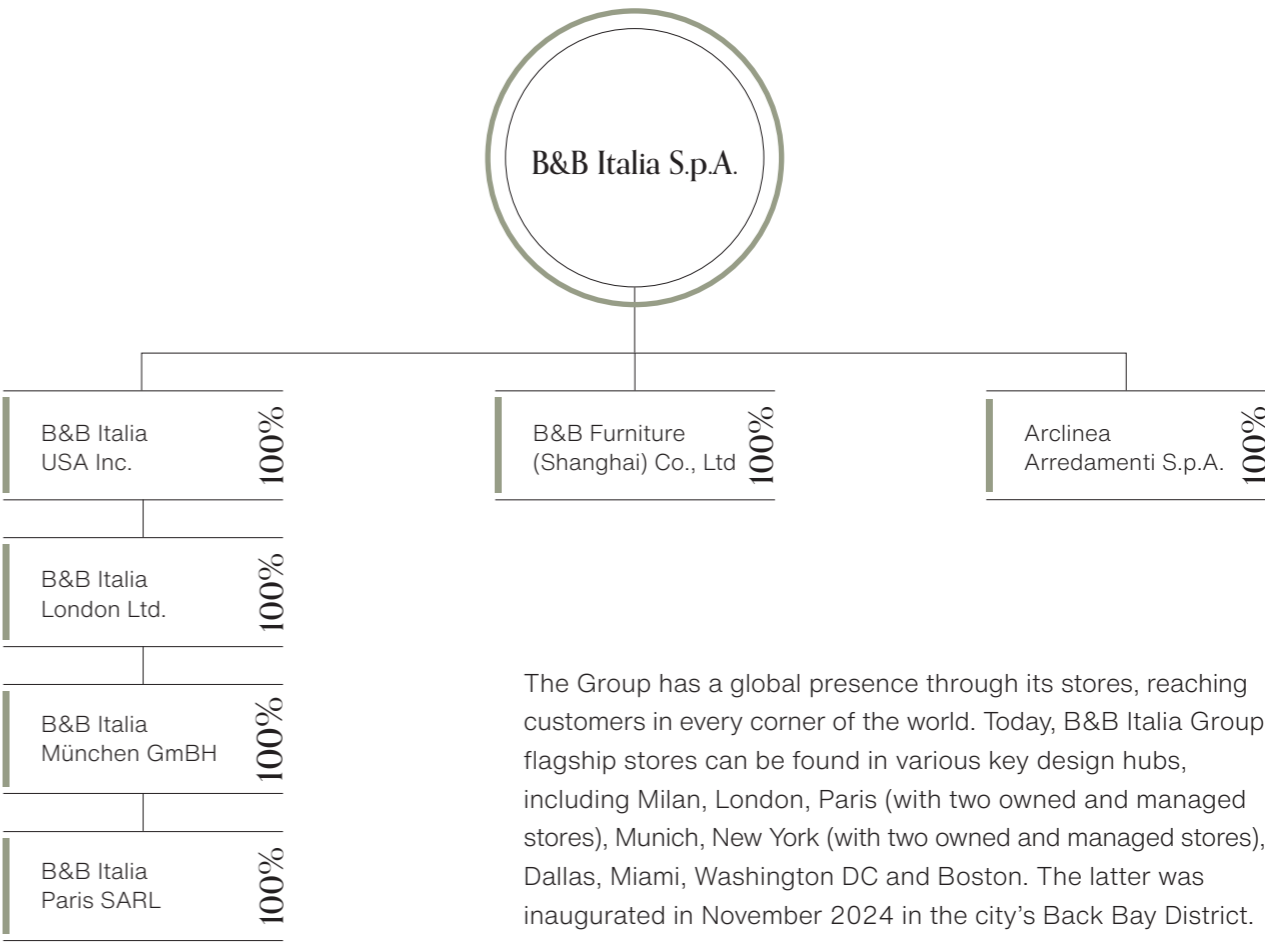
The Novedrate facility, spanning 25,000 square meters, hosts the Group's head office and the upholstered furniture production department, R&D Centre, and internal showroom. This site features advanced capabilities including fabric cutting and sewing, a polyurethane molding line, and a cutting-edge production center equipped with two robots that dynamically adjust foam density and resilience in real time.

The Misinto plant, covering 22,500 square meters, is dedicated primarily to the production of Maxalto collections, with a strong emphasis on wooden furnishings. Since 2011, it has also supported the production of wall systems and wardrobes. The facility is outfitted with state-of-the-art machinery, from panel cutting tools to painting systems and assembly lines.

The Caldogno site, occupying 29,000 square meters, is the heart of Arclinea's manufacturing operations. Located on the original grounds where the company began as a wood workshop in 1925, this plant was further enhanced in 2019 with the addition of a new showroom and training center.

The production network is supported by two strategically located warehouses: an 8,000 square meter facility in Carugo, which stores semi-finished goods, raw materials, and components for outdoor products; and a 5,500 square meter facility in Arosio, which holds raw materials, semi-finished items, and finished products ready for distribution.

## Group's Structure as of December 31<sup>st</sup> 2024

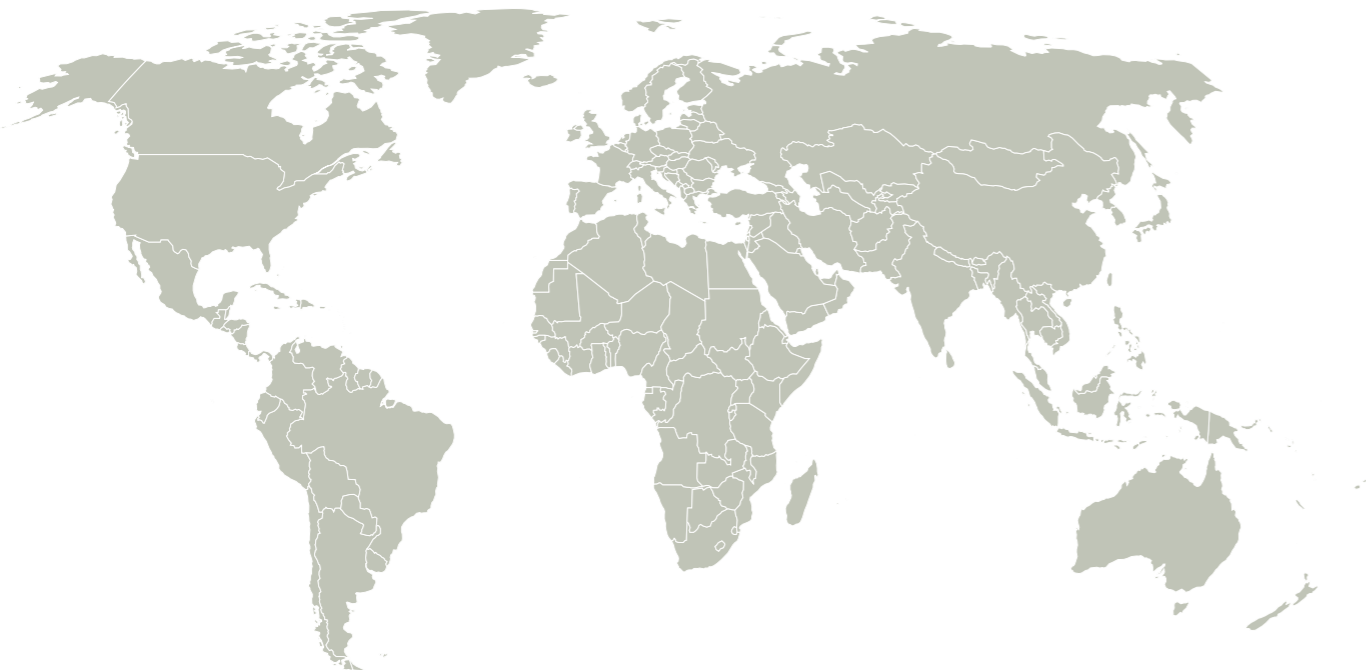


The Group has a global presence through its stores, reaching customers in every corner of the world. Today, B&B Italia Group flagship stores can be found in various key design hubs, including Milan, London, Paris (with two owned and managed stores), Munich, New York (with two owned and managed stores), Dallas, Miami, Washington DC and Boston. The latter was inaugurated in November 2024 in the city's Back Bay District. Spanning approximately 1,300 square meters over two floors, the new store is designed to be more than just a retail space. It is a curated exhibition of captivating design pieces brought to life by the instantly recognizable aesthetics of B&B Italia, Maxalto, and Azucena furniture, along with Arclinea's designer kitchens and the iconic lighting of Flos and Louis Poulsen.



Dambodue by Piero Lissoni

## B&B Italia Group’s International Presence in 2024



Americas	Europe	APAC
<b>B&amp;B Italia</b> 53 locations	<b>B&amp;B Italia</b> 557 locations	<b>B&amp;B Italia</b> 61 locations
<b>Maxalto</b> 41 locations	<b>Maxalto</b> 353 locations	<b>Maxalto</b> 46 locations
<b>Arclinea</b> 20 locations	<b>Arclinea</b> 175 locations	<b>Arclinea</b> 25 locations

# Flos B&B Italia Group

Since November 2018, B&B Italia Group has been fully controlled by Flos B&B Italia Group, jointly (and indirectly) controlled by Investindustrial and Carlyle Group. The Flos B&B Italia Group is the largest global high-end design group with a strong European heritage. It brings together a portfolio of complementary companies, each with a rich design legacy: Flos, Maxalto, Azucena, Arclinea, Louis Poulsen, Fendi Casa-DQM<sup>3</sup>, Lumens, and Audo. These brands maintain distinct identities and operate across various segments of the high-end design market, including lighting and accessories, high-end furniture, kitchens and vanities, and omnichannel distribution.

Flos B&B Italia Group was established in September 2018 from the shared vision of Investindustrial and The Carlyle Group, originally under the name Design Holding. The Group was founded with the ambition to create a global leader in high-end design by uniting iconic, design-driven brands admired by interior designers, architects, and consumers worldwide. In May 2024, the Group rebranded as Flos B&B Italia Group, reaffirming its identity and purpose: to “design for a beautiful life.” This guiding principle reflects the Group’s commitment to enhancing homes, public spaces, and everyday living through timeless design and aesthetic excellence.

Flos B&B Italia Group has adopted a sustainability strategy founded on three sustainability pillars: **Design for the Planet**, **Design for People** and **Design for Culture**. The first pillar aims at fostering a commitment to sustainability, blending innovation, eco-design, and circularity principles in business activities and throughout the value chain. The second focuses on ensuring a thriving workplace that guarantees fairness and inclusion as well as generating value for communities around the world. The last is a shared priority of the Group’s Brands: to nurture their own identity by preserving craftsmanship and design heritage, from scientific research to the preservation of design legacies for the benefit of future generations. In 2024, as part of the Group’s commitment to ensure closer alignment between its overarching strategy and the visions of each Brand, specific sustainability responsibilities were assigned to the Flos B&B Italia Group CEO and the Brand CEOs. However, in 2025, these responsibilities were reallocated to Silvia Milanese, Flos B&B Italia Group General Counsel, and Elisabetta Scotti, Flos B&B Italia Group CFO.

## Expanding our presence: Flos B&B Italia Group’s flagship store on Madison Avenue, New York

In March 2024, Flos B&B Italia Group opened its one-of-a-kind flagship store on 135 Madison Avenue, in New York City. This innovative space brings together B&B Italia, Maxalto, Arclinea, Azucena, Flos and Louis Poulsen, showcasing a shared vision of European heritage, world-class design, craftsmanship and innovation in a unique destination for architects and designers, spanning over 25,000 square feet on two floors. The first floor is fully dedicated to the creations and installations of B&B Italia, Azucena and Maxalto, the latter displayed in a space accessible through a separate entrance. On the second-floor space, a beautiful Arclinea kitchen and B&B Italia wardrobes are set up. In particular, the Arclinea Thea kitchen designed not only for gastronomic excellence but also to welcome design enthusiasts and professionals, seamlessly divides the culinary space into two distinct areas, optimizing functionality and aesthetics.

<sup>3</sup> On July 1st 2025, Flos B&B Italia Group S.p.A. announced the termination of its participation in the joint venture Fashion Furniture Design (FF Design) by mutual agreement with FENDI.

# The value we generate

In recent years, the Group has remained at the forefront of the latest trends and challenges in the furniture and upholstery sectors. A key driver of the Group's growth has been its strategic focus on international expansion. The EMEA region represents the largest share of the revenue at 59%, followed by the Americas at 21% and APAC at 19%. Beyond home market in Italy, Germany and the United States stand out as the most significant markets.

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# Generating value through partnerships

B&B Italia actively participates in various national and international industry associations, including:

- **Altagamma Foundation**
- **ADI - Associazione per il Disegno Industriale** (Association for Industrial Design)
- **Confindustria Como**
- **INDICAM** (Centromarca Anti-Counterfeiting Institution)
- **AICE** (Italian Foreign Trade Association)
- **National Wool Trade**
- **Confindustria Vicenza**
- **FederlengoArredo**
- **Milano Durini Design Association**



As reported in "B&B Italia Group commitments to sustainability", B&B Italia Group has been a signatory member of the United Nations Global Compact (UNGC) since 2016. The UNGC is a voluntary initiative with the aim of encouraging companies to integrate the 10 universally accepted principles of the United Nations into their business strategies, operations and corporate culture, while striving to facilitate cooperation and collective action in alignment with the 17 Sustainable Development Goals (SDGs).

Since its adherence, the Group has also supported the Fondazione Global Compact Network Italia (Global Compact Network Italian Foundation).

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# Our commitment to sustainability

B&B Italia Group remains committed to designing furnishings that are both functionally and aesthetically enduring, capable of withstanding the passage of time and evolving trends. This enduring approach has long been central to the Group's philosophy, which emphasizes excellence in functionality, material quality, construction techniques, serviceability, and distinctive design. The Group's products are intentionally crafted to be long-lasting and appreciated across generations. Durability is a defining element of B&B Italia Group's identity, shaping its operational choices and driving the development of more responsible products through the selection of high-quality, long-performance materials. By ensuring extended product lifecycles, the Group not only delivers lasting value and performance to its customers but also acknowledges the ideal of contributing to the conservation of natural resources, making durability a competitive advantage for both the business and the environment.

B&B Italia Group has a longstanding legacy of pioneering research and quietly transformative innovations that have left a lasting mark on the upholstery and furnishing industries. Looking ahead, the Group remains committed to advancing design in response to evolving societal needs and lifestyle shifts, focusing on the minimization of the environmental impact of products and production processes. Its approach towards environmental, social and cultural sustainability aligns to the one adopted by Flos B&B Italia Group, whose core values serve as the foundation of the Group's sustainability strategy and are central to the purpose and content of this Report.

In fact, Flos B&B Italia Group has established a unified strategic framework that applies across all its portfolio companies. Reflecting this alignment, B&B Italia integrates its ESG pillars, objectives, and performance indicators with the 2021 GRI Standards and adopts the Group's shared impact materiality analysis<sup>4</sup>. This common framework is built around three foundational pillars: Design for the Planet, Design for People, and Design for Culture—each guiding the Group's sustainability efforts in a cohesive and consistent manner.

<sup>4</sup> For further information on the materiality analysis conducted by Flos B&B Italia Group, please refer to the Methodological Note of the present document in the relative section.

## Design for the Planet

To foster our commitment to sustainability, blending innovation, eco-design, and circularity principles in our business activities, and throughout our value chain.

## Design for People

To ensure a thriving workplace that guarantees fairness and inclusion as well as generating value to communities around the world.

## Design for Culture

To nurture our Brands' identities by preserving craftsmanship and design heritage, from scientific research to the preservation of design legacies for the benefit of future generations.





Erica by Antonio Citterio

# Sustainability objectives

B&B Italia Group continues to advance along its path toward greater environmental, social, and economic responsibility. This journey is guided by the definition of specific targets set across short-, medium-, and long-term horizons. These objectives not only support the Group's ongoing ESG performance monitoring but also encourage the active development of strategies and initiatives aimed at reducing and mitigating its impacts.



Erica by Antonio Citterio

SDGS	ESG OBJECTIVES	KPI	TARGET YEAR	BASELINE	PROGRESS
	<b>-27.5% emissions reduction by 2030<sup>5</sup></b>	% reduction of Scope 1 + Scope 2 – Market-based GHG emissions	2030	5,789 tonCO2e (2019)	In progress
	<b>100% of electricity from renewable sources consumed by productive plants <sup>6</sup></b>	% of electricity covered by Guarantees of Origin purchased and consumed over the total electricity consumed by productive plants	Yearly Maintenance	0% (2020)	Achieved for 2024
	<b>100% increase in the number of new products designed in accordance with circular economy principles by 2027</b>	% of new products with circularity index > 60% <sup>7</sup>	2027	4 products (2019)	In progress



<sup>5</sup> The target on GHG emissions reduction has been defined based on the WB2C (Well Below 2°C) scenario according to the methodology outlined by the Science Based Targets initiative (SBTi).  
<sup>6</sup> The target refers to the production plants of Novedrate, Misinto and Caldogno.  
<sup>7</sup> Product circularity measured in accordance with the Italian guidelines set by the Ministry of Environment in collaboration with the Ministry of Economic Development.

A photograph of a modern living room interior, overlaid with a semi-transparent reddish-brown filter. The room features a minimalist design with a large, dark fireplace in the background. In the foreground, there is a low, round, dark coffee table with a glossy finish, supported by three thick, tapered legs. On the table are various decorative items: a small bowl, an open book, a bottle, and a small dish. To the left of the coffee table is a small, round side table with a single leg, holding a vase and a book. To the right is a modern armchair with a dark frame and a light-colored seat. The floor is covered with a light-colored, textured rug. The overall atmosphere is sophisticated and contemporary.

Our heritage:  
the key to innovation

# Exclusive design icons

B&B Italia Group continues to uphold and evolve its hallmark of creativity and quality, offering a distinctive yet enduring lifestyle to its customers worldwide. This vision is expressed through a diverse array of contemporary products and the unified direction of a global project. It reflects a harmonious blend of values, styles, and perspectives contributed by both nationally and internationally renowned designers, with whom the Group has long fostered meaningful collaborations.

Since its foundation, B&B Italia Group has fostered collaborations with some of the most globally renowned designers of its time, including Antonio Citterio, Piero Lissoni, Mario Bellini, Gaetano Pesce, Afra and Tobia Scarpa, Marco Zanuso, Vico Magistretti, Michael Anastassiades, Naoto Fukasawa, Vincent Van Duysen, Patricia Urquiola, Zaha Hadid, Jeffrey Bennett, Paolo Piva, Studio Kairos, Barber & Osgerby, Monica Armani, Enrico Trabacchi, Foster + Partners, Paolo Nava, Tiziano Guardini & Luigi Ciuffreda, amongst many others.

The collaborations that the Group has strengthened over the past years have contributed to the growth of the Brand's presence, both nationally and internationally, and reputation.



Allure O' Dot by Monica Armani

	2022	2023	2024
B&B ITALIA	<b>Mario Bellini</b> - Le Bambole - Bamboletto	<b>Piero Lissoni</b> - Dambo - Eryt	<b>Piero Lissoni</b> - Dambodue - Isos - Assiale
	<b>Naoto Fukasawa</b> - Papilio Shell	<b>Barber &amp; Osgerby</b> - Tortello - Tobi-Ishi	<b>Naoto Fukasawa</b> - Omoi - Tetrami
	<b>Piero Lissoni</b> - Pochette - Planck - Mjna	<b>Gabriel Tan</b> - Quiet Lines	<b>Tiziano Guardini &amp; Luigi Ciuffreda</b> - Narinari
	<b>Foster + Partners</b> - Cordoba	<b>Gabriele &amp; Oscar Buratti</b> - Alys 10	<b>Antonio Citterio</b> - Diesis - Charles Carré - Charles Large Carré - Flat.C - Backstage
	<b>Barber &amp; Osgerby</b> - Tobi-Ishi	<b>Monica Armani</b> - Heri O' - Flair O' Couture - Allure O'	<b>Monica Armani</b> - Heri O' - Allure O' Dot - Flair O' Maxi
	<b>Luigi Caccia Dominioni</b> - San Siro (Azucena)	<b>Kensaku Oshiro</b> - Lemante	<b>Studio Kairos</b> - Pab
		<b>Naoto Fukasawa</b> - Tetrami	<b>Gabriele &amp; Oscar Buratti</b> - Alys 10
			<b>Mario Bellini</b> - Camaleonda Stella McCartney Edition
OUTDOOR	<b>Antonio Citterio</b> - Erica '19 - Erica - Mirto Outdoor	<b>Mario Bellini</b> - La Bambola Outdoor - Softcage	<b>Antonio Citterio</b> - Erica (sofas, modular sofa armchair, dormeuse, daybed, sunbed, tables, and coffee tables) - Mirto Outdoor
	<b>Patricia Urquiola</b> - Crinoline	<b>Monica Armani</b> - Tesa O'	
	<b>Monica Armani</b> - Flair O' Outdoor - Allure O' Outdoor	<b>Barber &amp; Osgerby</b> - Button Tables Outdoor	
	<b>Piero Lissoni</b> - Nooch		
	<b>Foster + Partners</b> - Cordoba Outdoor		
MAXALTO		<b>Antonio Citterio</b> - Arbiter - Lilum - Cleide - Despina - Sileo - Privatus	<b>Antonio Citterio</b> - Florius - Artemone - Soleide - Caratos - Lilum
ARCLINEA	<b>Antonio Citterio</b> - Staves door Thea - Up&down Table - Integrated handle for staves door - Frame door	<b>Antonio Citterio</b> - Pocket system - g_cover finishing	<b>Antonio Citterio</b> - Proxima - Hortus - ERA Corner Snack Table - ERA Free-standing Table 160 - Base Units for Hob with Integrated Hood - New Pocket Plus - Artusi Handle in Brushed Bronze - Ecotone worktops - Quartzite worktops

B&B Italia Group blends the creativity of leading designers and architects with its heritage of manufacturing excellence to create lasting value for clients and stakeholders. Following the shared effort to incorporate eco-design, the Group strives to develop durable products using natural, recycled, or recyclable materials to reduce environmental impact where possible. It also provides a platform for innovation, supporting designers with advanced technological expertise. Close collaboration with the Group's Research and Development Centre—from concept to execution—ensures that each project reflects B&B Italia Group's identity while embracing forward-thinking design.

B&B Italia's ability to translate innovative ideas into tangible design has earned it multiple accolades, including five Compasso d'Oro awards—the highest honor in Italian industrial design, presented by the Association for Industrial Design (ADI). This achievement underscores the company's enduring influence in shaping contemporary design and distinguishes it as one of the most celebrated Brands in the industry.



Serie Up Compasso d'Oro Edition by Gaetano Pesce

## The five Compasso d'Oro



Compasso d'Oro

### 1979 – Le Bambole

Le Bambole's uniqueness lies in its seemingly structureless design, the exceptional naturalness of its form, and the blend of comfort, softness, and elasticity that its appearance suggests. Though it originated in the '70s, it still remains a timeless icon.

### 1984 – Sisamo

Sisamo opened the way to wardrobes with flush sliding doors. Designed to be both functional and practical, it seamlessly blended with the room's walls, maintaining continuity. Its distinctive door opening and closing mechanism with flush sliding doors became a defining feature of the system and was later patented.

### 1987 – Sity

A bold advancement in the quest for sofas, Sity was designed as a versatile seating system. A significant feature was that all the elements were conceived as components of a modular scheme that could be extremely flexible, while simultaneously maintaining their individual form and functional independence.

### 1989 – B&B Italia

B&B Italia was the first design manufacturing company to receive the Compasso d'Oro, recognizing its significant contribution to the design industry.

### 2022 – Serie Up

Designed in 1969 by Gaetano Pesce, right from the onset the Serie Up has been one of the most outstanding expressions of design. Poised midway between design and art, it stemmed from B&B Italia's extensive technological know-how in terms of polyurethane injection moulding. Particularly noteworthy is the iconic UP5\_6 armchair with its unmistakable anthropomorphic references.

# Recent prizes awarded to the B&B Italia Group

2024 has been another year of achievements for B&B Italia Group, with various awards and honourable mentions being stowed upon the Brand. These include the special mention as best improver in the design furniture sector received by the Brand as part of the seventh edition of the Altagamma Digital Awards, a Menzione d'Onore at the XXVIII Compasso d'Oro ADI for the iconic Cordoba armchair by Foster+Partners Industrial Design and the 2024 EDIDA award (Elle Decoration International Design Awards) to the Tortello sofa and armchair collection in the “Seating” category.

	AWARD	PRODUCT / COMPANY
2022	XXVII Compasso d'Oro	Serie UP – B&B Italia
	GOOD DESIGN Award 2022	Allure O' Outdoor – B&B Italia Outdoor
	GOOD DESIGN Award 2022	Le Bambole – B&B Italia
	Interior Design Best of Award 2022 Best Reissue	Le Bambole – B&B Italia
	EDIDA 2022	Allure O' – B&B Italia Outdoor
	2022 Green GOOD DESIGN	Camaleonda – B&B Italia
	2022 Green GOOD DESIGN	Borea - B&B Italia Outdoor
	IDEAT Design Award 2022	Borea – B&B Italia Outdoor
	Wallpaper* Design Award 2022 Best Dining Experience	Allure O' Outdoor & Flair O' Outdoor – B&B Italia Outdoor
2023	Wallpaper* Design Award 2022 Best Dining Experience	Flair O' – B&B Italia
2023	Interior Design's 2023 Best of Year Awards	Tortello – B&B Italia
	Wallpaper* Design Awards for 2023	Tobi-Ishi Table – B&B Italia
2024	Altagamma Digital Awards (Special mention - best improver in furniture design sector)	B&B Italia
	XXVIII Compasso d'Oro (Menzione d'Onore)	Cordoba – B&B Italia
	ELLE Decoration International Design Award (Seating category)	Tortello sofa and armchair – B&B Italia

# Innovation as the backbone of our products

Innovation is central to B&B Italia Group's industrial and technological vision. The dedicated Research and Development Centre at the Novedrate and Caldogno headquarters, alongside the Design Team at Arclinea, have been instrumental to the Group's growth strategy and for the development of new products. During 2024, the Group sustained investments in Research & Development equaling €1.7 million.

B&B Italia Group places strong strategic importance on safeguarding intellectual property, recognizing it as essential to preserving business continuity and protecting the originality of its creative output. In line with this commitment, the Group collaborates with the Altagamma Foundation—an association of leading Italian cultural and creative companies—working to strengthen the industry's competitiveness and support its economic development, while reinforcing the protection of its own design heritage and innovative capacity.



Omoi by Naoto Fukasawa

# Innovation in Arclinea

New furniture component and modelling and development, plus enhancement of existing products, takes place within the internal R&D division at Arclinea. Since 1986, Antonio Citterio has served as Arclinea's principal designer, contributing to their continuously innovative direction.

The Company established a "Design-Team" of key and longstanding international and Italian clients in 2006, regularly convening to brainstorm ideas and discuss requirements for potential new furniture components and models, such collaborative dialogue is rare in the design industry and aids in initiating the inception phase of many new Arclinea creations.



Proxima by Antonio Citterio

Since 2020, Arclinea has undertaken a phased renewal of its manufacturing technologies as part of an Industry 4.0 investment strategy focused on improving production efficiency. The process began with the introduction of a 3D precision printer, enabling faster prototyping and in-house molding of limited plastic components with consistent accuracy. This has contributed to reduced reliance on external suppliers and optimized inventory levels. The modernization effort has continued with the acquisition of additional machinery. Product development also reflects ongoing attention to material choices. For instance, the kitchen model Thea has seen incremental updates in its material composition, with 96% of its total weight now sourced from recycled materials, including chipboard made entirely from post-consumer recycled wood. These material decisions are part of Arclinea's broader application of eco-design principles aimed at minimizing environmental impact.

In 2022, a life cycle assessment (LCA<sup>8</sup>) was carried out on the Thea kitchen, examining three stages: upstream, core, and downstream activities. Focused primarily on climate change impacts, the analysis found that the largest share of emissions occurs in the upstream phase, which includes the extraction, production, and transportation of raw materials.

In recent years, Arclinea has introduced new types of certified wood products, in particular CARB 2 and F4 wood star. The F4 wood star, introduced in 2021, features reduced formaldehyde content and undergoes internal analysis and processing. That same year, the company conducted a feasibility study on transitioning from expanded polystyrene (EPS) and nylon film packaging to recyclable alternatives. As a result, a die-cutting machine was acquired to support the use of cardboard boxes, contributing to efforts to reduce packaging waste during shipping.

<sup>8</sup> LCA is defined by the ISO 14040 as the compilation and evaluation of the inputs, outputs and the potential environmental impacts of a product system throughout its life cycle, from raw material extraction to disposal.

A key example of B&B Italia's longstanding focus on innovation is the adoption of injection moulding with cold-moulded polyurethane foam, a technique introduced in the 1960s by the company founder Piero Ambrogio Busnelli. Inspired by a machine used to mold rubber ducks, Busnelli adapted the technology for use in upholstered furniture, establishing a distinctive industrial process that enabled the production of custom-designed pieces. Over the years, the company has continued to explore new materials and techniques, such as the use of polyethylene weavings for outdoor collections in the early 2000s and lightweight aluminum frames introduced after 2010. More recently, B&B Italia has developed products with a focus on recyclability and disassembly, including models like Ribes, Erica and Hybrid (2019), Camaleonda (2020), Borea (2020 and 2021), and Cordoba (2022), the Erica product family (2024), and the Tufty-Time 20 product series innovation (planned to be introduced in 2025) which incorporate design features that support circularity.



## Our Legacy via The Collection

In 2024, B&B Italia launched “The Collection,” a campaign that reaffirms the Brand's commitment to timeless design and cultural continuity. More than just a showcase of new creations, the initiative presents a curated anthology that retraces the evolution of design through the lens of B&B Italia's most iconic pieces. By restoring value to its historical collections—many of which have defined eras and revolutionized the concept of living—the Brand underscores the enduring relevance of its design heritage.

Set within an atmosphere of innovation and creativity, enhanced by a striking setting, “The Collection” celebrates not only the future of design but also the legacy of excellence, originality, and firsts that continue to shape B&B Italia's identity.

Isos by Piero Lissoni

# The “silent revolutions” of B&B Italia in the furniture sector

## UPHOLSTERED FURNITURE

- 1966

**Metal structures** in upholstered furniture, substituting wood for increasing flexibility and resistance and reducing weight - Coronado

Use of **polyurethane** for potentiating durability also in terms of shapes - Coronado

**Removable structures** for increasing transportability and reducing volumes - Coronado

Insertion of **leaf springs** into structures, to increase comfort and flexibility - Coronado

Use of **fibreglass** in structures to increase resistance – Amanta
- 1969

**Vacuum packed chair** to achieve maximum contraction - Up

**10-year guarantee** for padded structures
- 1970

Use of **integral polyurethane** – Bonanza
- 1976

**Rigid polyurethane** structures – Lauriana
- 1980

**Mechanisms** to increase sofas’ comfort and modify height of seats – Alanda
- 1984

Use of **tubular fibreglass** for enhancing folding properties – Nena
- 1986

**Multiple seating typology** to enhance the flexibility of seating systems – Sity
- 1995

Use of **die-cast pegs** for increased lightness – Harry
- 1997

Introduction of **peninsulas** and **chaise longue** – Charles
- 2003

Use of preformed **printed leather** – Mart
- 2007

Weavings in **polyethylene** for outdoor use – Canasta
- 2016

Use of **lightweight aluminium fusions** – Charlotte
- 2018

**Eco-friendly padding** – Erica ’19 and Ribes
- 2019

**Disassembly structure** – Hybrid

## SYSTEM

- 1970

**Polyester systems** “100 gloss” to increase brightness – Olinto
- 1980

Use of **cast iron structures** to enhance stability and holding - Dape
- 1983

**Coplanar sliding doors** for wardrobes reducing the encumbrance – Sisamo
- 1989

Use of **extruded PVC** 240 cm shelves allowing exceptional capacity and integration with lighting - Domus

**Vertical opening** 240 cm shutters reducing the encumbrance - Domus
- 1990

**Fire-retardant HSC panel** for marine environments - B&B Italia marine
- 1996

Introduction of **wengé** finishing – Maxalto
- 1998

**PVC panels** substituting office walls – Abak
- 2008

**Aluminium modular library** to increase lightness and stability - Flat.C
- 2012

**Roto-shifting opening** for wardrobes – Backstage
- 2014

**Shellac finishing** – Maxalto
- 2020

New **4.0 automation production machines** – Arclinea
- 2021

New **4.0 Misinto production machines**
- 2023

New **internal management system** - Arclinea
- 2024

Introduction of **Ecotone tops** for use in Arclinea countertop collections

For B&B Italia Group, innovation is approached as an ongoing process of exploring functional and contemporary design solutions. The Group supports this direction through continuous research aimed at refining and expanding its product range in line with evolving market expectations. Between 2022 and 2024, the Group introduced approximately 50 new products and over 40 extensions to existing product ranges.

NEW PRODUCTS DEVELOPED AND LAUNCHED	2022	2023	2024
New products	10	18	22
Extension of product ranges	12	14	18

The Contract Division reflects B&B Italia's commitment to innovation through a project-specific, customer-focused approach. Each project within the Division is developed in close collaboration with clients and architects, with careful attention to detail and customization. The Division oversees the full process—from research and testing to engineering—ensuring that each component is tailored to meet defined project requirements.

B&B Italia Group aims to advance its efforts in delivering environmentally responsible products by aligning with the eco-design framework developed by the Flos B&B Italia Group. This document, created through a collaborative effort across the Group's Brands, is structured around Key Performance Indicators (KPIs) that address various stages of the value chain. The Group's manufacturing strategy emphasizes recyclability, modularity, and regulatory compliance with the objective of delivering high-quality products while promoting durability and extended product lifespans.

# Flos B&B Italia Group's eco-design framework

In recent years, Flos B&B Italia Group has finalized its eco-design Framework, establishing a set of KPIs that all Brands of the Group can refer to, assessing the eco-design advancement of products both quantitatively and qualitatively. The Framework is composed of a first assessment based on seven principles, for the evaluation of the product's design and lifecycle:

- **Design:** create timeless, durable design pieces that can be disassembled, minimizing raw material usage;
- **Materials:** use recycled and non-virgin materials whenever possible, ensuring transparency about the environmental impact of our products and reducing overall pollutants from products and processes;
- **Components:** utilize high-quality components that comply with international standards, are easy to maintain, and efficient, resulting in a longer lifecycle between replacements;
- **Procurement:** select local vendors when possible, ensuring they work to reduce their environmental impact and maintain proper working conditions;
- **Manufacturing:** reduce energy consumption, maintain a high degree of process control to minimize waste and scrap, and ensure employee wellbeing;
- **Logistic & in-use:** develop packaging from recyclable and certified raw materials to minimize volume, create energy-efficient products, and ensure the availability of spare parts;
- **End of life:** maximize the use of recyclable raw materials, partner with certified entities for disposal and waste management, and explore ways to extend the life of our products beyond their initial use.

Once the first analysis is conducted, a second, more qualitative assessment is carried out to obtain the final eco-design score.

# Assessing products' circularity

B&B Italia Group has continued its efforts to integrate circular economy principles into its design and production processes, in alignment with guidelines from the Italian Ministry of the Environment. The company has engaged third-party laboratories to assess the recyclability and circularity of its products. Initial evaluations focused on the Ribes and Erica '19 collections by Antonio Citterio and were later extended to other collections including Hybrid (Antonio Citterio), Ayana (Naoto Fukasawa), Camaleonda (Mario Bellini), Borea (Piero Lissoni), and Pablo (Vincent Van Duysen). These assessments measured circularity using indicators such as material recyclability, modularity, and disassembly potential. Camaleonda achieved a circularity index of 70%, while Borea and Pablo scored 89%, reflecting the use of recyclable materials and design features that facilitate maintenance and disassembly. The Borea collection exemplifies this approach with its modular construction and tubular aluminium frame, which can be separated for appropriate end-of-life disposal. In the past years, the Cordoba Indoor and Outdoor armchairs were also evaluated, receiving circularity scores of 93% and 90%, respectively. Additional products assessed include the Flair O' Outdoor by Monica Armani, which scored 70%, and the Nooch sofa system by Piero Lissoni, which received component-specific scores ranging from 73% to 97%. These evaluations support the Group's ongoing efforts to improve the environmental performance of its products and inform future design and engineering practices.

The Group's retail spaces are designed to offer a comprehensive and immersive experience, where design and sensory engagement intersect. These stores are organized into thematic zones that present the products within contextual environments, allowing visitors to explore the narrative behind each item. This approach facilitates a cohesive integration between the products and their surroundings, enhancing the understanding of design intent and functionality.

The Group maintains close collaboration with its partners to ensure consistent product quality and a reliable customer experience. This effort is supported by a structured training program, managed by the Marketing team, designed to support both dealers and architects throughout the pre-sale and post-sale phases. In addition, all Brands benefit from dedicated training sessions delivered through the Academy Online. These are complemented by on-site training at the headquarters, featuring customized modules focused on deep-dives into specific offsite projects such as the Mandarin Oriental, Bulgari Hotel, and Triennale di Milano.



**Cordoba Outdoor** by Foster+Partners Industrial Design Studio

# Design ambassador since 1966

B&B Italia Group supports and promotes cultural initiatives and exhibitions across various artistic domains, supporting the sentiment that such initiatives play an important role in contributing to the dissemination of design culture. Throughout its history, the Group has celebrated art and design by sponsoring exhibitions dedicated to renowned figures such as the Italian architect, sculptor and designer Gaetano Pesce, Luigi Caccia Dominioni, Mario Bellini, and Zaha Hadid. Thanks to the collaboration with artists of such relevance, the Brand managed to export its products all over the globe. In particular, the visionary collaboration with Gaetano Pesce brought B&B Italia to win the Compasso d'Oro in 2022 with the iconic "Up" Series. The global design community mourned Pesce's passing on April 3, 2024, in New York, at the age of 84, but his legacy endures through the timeless relevance and international recognition of his work.

B&B Italia Group strives to engage with the global design community through its participation in international events, exhibitions, and cultural programs. Among such initiatives the Group sponsored the inaugural exhibition "Nobody's Perfect" in China, which highlighted the work of Gaetano Pesce. The exhibition featured approximately 100 pieces that traced the evolution of the artist's career, including a prominent display of the Serie Up armchair at the entrance. Such events reflect the Group's ongoing involvement in showcasing design heritage and contemporary creativity.

As one of the pioneers in the Italian high-end design sector, B&B Italia took part in Milan Design Week 2024, where it introduced 'The Collection' under the leadership of its new CEO, Demetrio Apolloni. This presentation offered a curated overview of the brand's evolution, combining iconic historical pieces with recent additions. The exhibit highlighted both new product developments and collections that have played a significant role in shaping contemporary living spaces. Arclinea also participated in the event, unveiling several new offerings. The Proxima kitchen, designed and coordinated by Antonio Citterio, was introduced as a high-performance concept that integrates large-format American appliances and emphasizes personalization. In addition, Arclinea presented Hortus, a feature from the Duet collection designed for cultivating aromatic herbs and small vegetables, and the Inverso column unit, a modular solution aimed at enhancing kitchen and drawer organization. These introductions reflect the brand's continued focus on combining functionality with design precision.

In 2024, B&B Italia and Flos participated in the Casa Italia Paris 2024 initiative, held during the XXXIII Olympic Games in Paris from July 26 to August 11, which served as the official hospitality venue for Italian athletes and guests. The event was hosted at Le Pré Catelan, a historic Napoleon III-style building located within the city's largest park and recognized as a symbolic site in Olympic history. As an Official Partner of Casa Italia Paris 2024, B&B Italia furnished key indoor and outdoor areas—including living and lounge spaces—with a selection of its iconic products. These included the UP Series by Gaetano Pesce, the Camaleonda sofa and Le Bambole seating by Mario Bellini, and the Allure O' table and Flair O' chairs by Monica Armani. The installation presented a curated display of both classic and contemporary designs, contributing to the overall ambiance of the venue.

## Hortus


As part of the newly introduced Proxima kitchen—designed and coordinated by Antonio Citterio for the Arclinea Collection—Hortus reimagines the kitchen as a living ecosystem. This innovative indoor cultivation module, developed using hydroponic technology, allows for the growth of aromatic herbs and small vegetables directly within the kitchen space. Hortus is a vertical cabinet with pull-out tray-drawers, designed to integrate seamlessly into the Proxima layout, whether as a standalone feature or alongside wall systems and cabinetry. Its presence transforms the kitchen into a place of nourishment and experimentation, where freshness is always within reach. With its sleek proportions and intelligent lighting and irrigation systems, Hortus embodies the dual spirit of Proxima: professional-grade performance and domestic warmth. It is a testament to Arclinea's commitment to culinary culture, ethical innovation, and the evolving art of living.

## Arclinea Design Cooking School: a celebration of Italian food culture

Arclinea is an established leader in professional kitchen design, particularly for cookery schools and restaurants, thanks to their enduring research and innovation in the area. Built on the commitment to design excellence and appreciation for Italian culinary heritage, Arclinea forged partnerships with esteemed international chefs, leading to the creation of the Design Cooking School initiative. Throughout Italy, the Design Cooking School offers a series of cooking courses led by renowned chefs. The courses present students with the opportunity to work in Arclinea kitchens, directly practicing culinary skills that offer the opportunity to foster long-term loyalty towards Arclinea products. Since its founding in 2010 the Design Cooking School has built partnerships across Europe and America, including the likes of Gianluca Aresu and Giuseppe Falanga's Italian Chef Cooking School, as well as Marion Muzi Falcon's "L'apprentie pâtissière" in Paris.

## B&B Italia Academy

The B&B Italia Academy, launched in 2021, was created to foster continuous learning across the Group through a dedicated digital platform. It offers a curated series of e-learning modules that provide in-depth aesthetic and technical insights into the brand's design collections, developed primarily to support the sales force and equip them with this useful knowledge to support their growth and development within the company. The Academy has since become a foundation for supporting broader training initiatives within the Group. By 2022, it had expanded to six languages, and its evolution continued throughout the years to follow. In 2024 alone, 423 participants—including architects, employees, and agents—took part in the program, reflecting its role in shaping product knowledge and brand culture across the organization.

A full-page background image of a tropical garden. In the foreground, there is a swimming pool with a concrete deck. On the deck, there is a dining table with four chairs and a lounge area with a sofa, armchairs, and a coffee table. The background is filled with dense tropical foliage, including palm trees and large-leafed plants. The entire image has a teal overlay.

# Managing our impacts on the environment

# The continuous quest for product quality

The B&B Italia Group is committed to delivering lasting value to its clients, placing quality and excellence at the heart of its vision. This commitment also shapes its relationships with suppliers, fostering trust, collaboration, and a focus on innovation.

Both B&B Italia and Arclinea operate under a Quality Management System certified to ISO 9001 standard, which establishes clear rules and boundaries for quality control across all levels of the organization. This system ensures continuous improvement and steadfast attention to quality-related matters.

At B&B Italia Group, products are subject to rigorous assessments to evaluate their impact on customer health and safety. These evaluations are carried out in collaboration with leading Italian and international laboratories to guarantee compliance with relevant legal requirements, including European and US regulations. Notably, the Group has recorded no instances of non-compliance in recent years, underscoring the effectiveness of these measures.

The Group views its products as long-term investments rather than mere seasonal offerings. Consequently, it focuses on extending product lifecycles while upholding principles of quality and sustainability. To support this goal, each B&B Italia product carries a unique identification code, granting both the company and its customers access to technical documentation and product standards. This initiative aims to deepen customer awareness and engagement regarding product safety and durability.

B&B Italia Group goes beyond basic compliance by actively monitoring product performance through dedicated activities and testing, adhering to various voluntary codes and regulations dictated by market requirements, national laws, and specific client needs. Comprehensive testing—including assessments of strength and durability—is performed on key items representing each product family or on products that require specialized construction techniques.

Arclinea, in particular, integrates manual inspections throughout its manufacturing process to ensure product integrity. Should any defects or issues arise, factory personnel implement immediate corrective measures. Additionally, Arclinea's Quality Function regularly organizes internal working groups to explore potential improvements across production stages. These initiatives empower the company to maintain high standards of quality while developing innovative and replicable best practices for future manufacturing processes.

## Products in the making: from industrialization to delivery

B&B Italia's industrial process unfolds through several key phases, following the three preliminary stages—design, prototyping, and planning—outlined in the section “Exclusive design icons”.

### 01. industrialization

Production begins with the industrialization phase, during which all available technologies are thoroughly evaluated to identify the optimal combination of quality, aesthetics, cost efficiency, and technical solutions. The goal is to enable large-scale manufacturing while preserving the original characteristics and performance standards that define the Group's products. For instance, when manufacturing sofas using “cold-moulded polyurethane foam” technology, the process starts with selecting a metal load-bearing frame in the pre-production phase. This choice ensures maximum durability and strength. The frames are then integrated with components such as elastic straps, springs, and reinforcements to enhance both comfort and functionality. Finally, the frames are encased in polyurethane, which is injected into the mould to achieve the desired form and properties.

### 02. validation & production

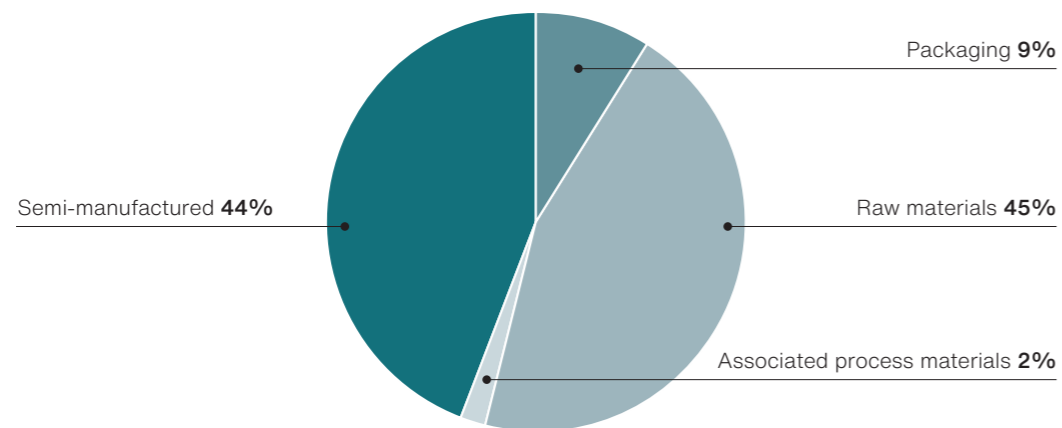
In the validation and production phase, the product undergoes thorough checks to confirm that it meets all planned requirements and that industrial processes remain consistent. The B&B Italia Group conducts additional quality tests and inspections, as previously described, to ensure the final product aligns with its original purpose and is ready for market release. All results from these tests, along with technical documentation, are compiled into a product factsheet, serving as a unique identifier for each item. Production inventories are maintained in storage warehouses both at the start of manufacturing and whenever specific customer orders are placed.

### 03. delivery

The production process concludes with delivery to customers. Each sofa, furniture piece, and system undergoes final inspections before being dispatched to retailers or directly to clients.

Every product sold by the B&B Italia Group comes with a Product Datasheet – Guarantee, which provides customers with key information about the designer, manufacturer, materials used, warranty coverage, and maintenance guidelines—underscoring the product’s authenticity and distinctiveness. B&B Italia offers a 10-year warranty on the frames of its upholstered furniture—including sofas, armchairs, chairs, and beds—covering any original structural defects. This warranty includes complimentary repair or replacement of defective components. Similarly, Arclinea provides a 5-year warranty for products affected by production-related flaws. Across 2024, the ratio of actual complaints relative to invoiced orders was 8.2%.

#### Materials by category - 2024



Flair O' Maxi and Allure O' Dot by Monica Armani

Quality is a cornerstone of B&B Italia's brand identity and a driving force behind its mission to deliver long-lasting value to customers worldwide. It plays a central role throughout the value chain, influencing everything from supplier selection to material procurement.

To uphold this standard, the company enforces stringent control procedures when sourcing semi-finished goods from suppliers and contractors, ensuring only the highest-quality materials are selected. The Purchasing Department oversees the procurement of raw materials for both internal structures—typically composed of iron, steel, or aluminum—and exterior finishes such as fabric, leather, bases, and accessories. While the Technical Office manages the production process, the Quality Department performs multiple inspections to preempt technical issues and ensure compliance with quality, safety, and durability standards.

The B&B Italia Group procures a wide range of raw and semi-manufactured materials, including wood, leather, textiles, marble, metal, and foam used for padding. Raw materials – primarily steel, aluminum, paints, adhesives, and wood – constitute the largest portion of procurement, accounting for 45% of total purchases. Semi-manufactured goods follow closely at 44%, with key components including iron, wood and polyurethane on top. These are categorized as either mono-materials (e.g., wood, leather, polyester, textiles) or multi-component materials (e.g., polyurethane and varnished glass), depending on their composition.

Packaging materials include wood, paper, cardboard, polystyrene, and polyethylene. Additionally, the company uses process-related materials, mainly wood, which support manufacturing but are not incorporated into the final product<sup>9</sup>.

In recent years, the Group has placed growing emphasis on minimizing the environmental impact of its production materials. One example of this commitment is Arclinea's use of certified wood sourced from FSC®-certified suppliers, which promotes responsible and sustainable forestry practices.

High-grade wood slats are used in visible kitchen-front panels, while lower-grade materials are reserved for non-visible backing components. This dual approach balances sustainability with high product quality—reinforcing the brand's long-term dedication to environmental responsibility and material excellence.

<sup>9</sup> The figures reported for 2024, related to B&B Italia, are estimated starting from 2023 data, which have been then adjusted according to the change in revenues between 2023 and 2024.

## FSC® certified wood

The Forest Stewardship Council® (FSC®) is an international non-profit organization that has established a globally recognized certification system to promote responsible forest management and ensure the traceability of forest-based products.

Since 2013, Arclinea\* has operated under a Management System aligned with the FSC®'s principles and standards. Around 80% of Arclinea's wood supply and products are FSC® Mix certified – accounting for 70% of the entirety of B&B Italia's wood purchased. Since 2018, B&B Italia\*\* has been developing exclusive products crafted entirely from FSC® Mix certified wooden components.

The Brand is committed to progressively expanding the scope of FSC® Mix certification across its wooden product range by continually adding new certified components. These efforts contribute to enhancing the sustainability of the wood supply chain. Additionally, B&B Italia actively collaborates with designers to integrate certified wood into their creations whenever requested.

Packaging accounts for 9% of the total materials purchased by the Group. In line with its environmental commitments, the Group's Brands have taken significant steps in recent years to transition toward recyclable and more sustainable packaging solutions. In the last years, Arclinea has invested in a die cutter, enabling the production of cardboard packaging for all newly shipped furniture items. Meanwhile, B&B Italia has enhanced packaging efficiency by reducing the number of boxes required to ship various components of the same product, a particularly impactful measure for seating solutions. Material circularity represents another core focus area for B&B Italia. For example, leather and fabric offcuts are sold to external companies that repurpose these materials within their own production cycles, thereby promoting resource efficiency and minimizing waste. These initiatives reflect B&B Italia's broader commitment to integrating sustainability across all operations and throughout the product lifecycle, striving to reduce environmental impacts without compromising quality or innovation. Circularity is monitored not only during the procurement of primary and process materials but also at the level of finished products.

\* Licence Code FSC-C118694

\*\* Licence Code FSC-C142045

## Partnerships for innovation: Camaleonda with Stella McCartney

Following the success of the previous Le Bambole collection created in collaboration with renowned British luxury designer Stella McCartney, B&B Italia renewed their partnership last year to develop a special new edition of the iconic Camaleonda sofa system, designed by Mario Bellini. The Brand chose the grand opening of its new Miami flagship store as the perfect stage to debut this exclusive Camaleonda edition, upholstered in the innovative “S-Wave” fabric designed by Stella McCartney. The fabric's name evokes DNA strands, soundwaves, sacred geometry, and the idea of living in harmony with nature—a lasting emblem of Stella McCartney's commitment to material circularity, innovation, and conscious leadership. This fabric is the result of advanced sustainability research by B&B Italia's R&D team. It's crafted from OceanSafe naNea yarn, a biodegradable material that is Cradle to Cradle Certified® Gold standard and free from harmful substances. Despite its cutting-edge, eco-friendly composition, the fabric offers performance comparable to traditional materials. The entire Camaleonda system is built on a modular concept, featuring a base frame made from wood fibre and seat upholstery constructed from polyethylene.



Camaleonda Stella McCartney Edition by Mario Bellini

## Conscious craftsmanship: B&B Italia expands the Erica Outdoor Collection

In 2024, B&B Italia introduced an expanded range of its 'Erica' family, transforming it into a comprehensive outdoor collection that now includes sofas, armchairs, sunbeds, and tables. Designed with sustainability principles at its core, this innovative line prioritizes environmental adaptability through the use of aluminum and padding made from recycled PET, both materials being fully recyclable at the end of their lifecycle. The sofas are engineered for easy disassembly into separate components, facilitating recycling and reducing waste. Their seat cushions are crafted from a fully biodegradable fiber sourced from recycled PET, with all layers thoughtfully designed for simple separation. The collection's tables are available in aluminum combined with heat-fused glass, or with tops fashioned from FSC®-certified solid teak, highlighting B&B Italia's ongoing commitment to incorporating lower-impact materials wherever possible.

## FLOS and B&B Italia at Casa Italia Paris 2024

In 2024, FLOS and B&B Italia partnered as Official Sponsors of Casa Italia Paris 2024, the Italian hospitality hub during the Olympic Games. Housed in the historic Le Pré Catelan within the Bois de Boulogne, the project served as a showcase for Italian design excellence on the global stage. B&B Italia furnished both the interior and exterior spaces with some of its most iconic creations, including Gaetano Pesce's UP Series and the Camaleonda sofa by Mario Bellini. Meanwhile, FLOS crafted a lighting scheme that seamlessly combined heritage with innovation, featuring timeless classics such as Viscontea alongside contemporary collections like Arrangements and Captain Flint by Michael Anastassiades. Together, the two brands curated a sophisticated and immersive setting that embodied the elegance, creativity, and cultural richness of Made in Italy design.

# The importance of responsible sourcing

The B&B Italia Group maintains a robust network of suppliers providing raw materials, semi-finished and finished products, as well as contractors responsible for assembling the final pieces. Demonstrating its strong commitment to local investment, over 90% of the Group's suppliers are based in Italy, particularly in regions such as Lombardy, Veneto, Marche, and Emilia-Romagna. This geographic proximity enables B&B Italia and Arclinea to collaborate closely with skilled artisans on sophisticated, high-quality projects while maintaining ongoing communication and oversight.

The Group places particular emphasis on local value chains for critical materials like fabrics and leather, which are procured from specialized districts—Monza and Brianza for fabrics, and Arzignano (VI) for leather. Aluminum and steel, essential for Arclinea's production, and iron, primarily used by B&B Italia, are also predominantly sourced from Italy. However, certain semi-finished components, such as chair legs, are procured from suppliers in China.

Meticulous sourcing and procurement practices are fundamental for B&B Italia Group, as these choices significantly impact the sustainability of the entire production process. Through careful oversight of outsourced production from selected suppliers, the Group seeks to avoid hazardous materials and prioritize the use of lower-impact alternatives whenever possible. Given these priorities, rigorous supplier selection is a critical component of the Group's operations. Before initiating any new commercial relationship, B&B Italia Group requires prospective suppliers to submit a detailed data sheet containing relevant information for evaluation.

Only suppliers that successfully pass this assessment are added to the Group's list of qualified vendors. With those suppliers that meet high standards, B&B Italia strives to cultivate long-term partnerships founded on mutual trust and a shared commitment to ethics, transparency, and innovation. Many suppliers are involved from the earliest stages of product development, working directly with the Group's R&D Centre and Quality Department to identify and implement the latest technical solutions.

Maintaining strong supplier relationships over time requires ongoing evaluations covering technical performance, compliance with legal and ethical standards, and adherence to social responsibility principles. Accordingly, when agreeing to B&B Italia's purchasing conditions, suppliers are required to accept the Company's Code of Ethics, the Organizational, Management, and Control Model in accordance with Italian Legislative Decree No. 231/2001, and relevant health and safety regulations.

To uphold quality across all levels, B&B Italia Group performs specific quality checks throughout the procurement chain—from raw materials to finished products—ensuring each item meets precise specifications. The vendor list is reviewed and updated annually based on a comprehensive assessment of suppliers' technical capabilities, economic performance, and quality results.

Additionally, the Group's Quality Department conducts both scheduled and surprise visits to suppliers' facilities, complemented by quality inspections upon receipt of materials and finished goods. These practices foster a robust exchange of technical expertise and operational insights between the Group and its partners. For outdoor finished products, primarily manufactured in Bosnia, Indonesia, China, and the Philippines, Arclinea issues detailed tender specifications that suppliers are required to meet. Each time a new production line is introduced, Arclinea dispatches inspectors to carry out targeted quality checks, ensuring compliance with these stringent specifications.



Erica by Antonio Citterio

# Monitoring environmental impacts across operations

The B&B Italia Group is committed to monitoring and reducing the environmental impacts associated with its operations and broader value chain, covering aspects from raw materials and packaging to energy use and greenhouse gas (GHG) emissions. Over recent years, the Group has stepped up efforts to manage the environmental footprint of its facilities by implementing Environmental Management Systems to ensure full compliance with applicable laws and regulations. Notably, there were no instances of non-compliance with environmental regulations recorded in 2022, 2023, or 2024.

## Improving energy efficiency at B&B Italia

Last year, B&B Italia entered into a collaborative agreement with a neighboring company located adjacent to its Novedrate facility. This partnership was designed to enhance overall resource efficiency and, ultimately, reduce the Group's Scope 1 emissions. Beginning in the fourth quarter of 2022, with full operativity in 2023, B&B Italia started purchasing surplus thermal energy generated by the nearby cogeneration plant. This technology enables the simultaneous production of electricity and heat, capturing and repurposing excess heat from the electricity generation process for heating needs. By utilizing this thermal energy, B&B Italia significantly reduced its reliance on natural gas for heating at its facility. A crucial aspect of the project also involved close collaboration with the partner company to accurately calculate and allocate the appropriate emission factors for GHG reporting.



Both B&B Italia and Arclinea have modernized their air intake systems in recent years, replacing constant-flow systems with technology that adjusts airflow based on real-time needs. This upgrade has delivered energy savings and reduced unnecessary consumption. Additionally, both Brands have progressively transitioned to LED lighting to enhance energy efficiency in their manufacturing facilities and retail locations. At the Misinto and Novedrate plants, LED lighting has been installed across 100% and 80% of the spaces, respectively, while Arclinea has implemented LED upgrades at its Caldogno facility. The Group's goal is to reach full LED coverage in the coming years. A similar LED conversion was undertaken at B&B Italia's New York City store to modernize the premises and reduce energy consumption.

Electricity ranks among the Group's primary energy sources, second only to natural gas. Since 2021, the Group has sourced electricity for its Misinto, Novedrate, and Caldogno production facilities exclusively from renewable sources certified with Guarantees of Origin (GOs), under contracts effective from the beginning of 2022. This shift enabled B&B Italia and Arclinea to meet their ESG objective of procuring 100% of the electricity for their production sites from renewable sources—a target that was sustained throughout 2024. Across the Group as a whole, approximately 77% of electricity consumption in 2024 was certified as renewable.

Compared to 2023, total energy consumption increased by 13%, primarily driven by the Group's purchase of thermal energy from a cogeneration system. Electricity, similarly, saw a rise in consumption across the Group, with respect to the previous year. Lastly, LPG usage in 2024 contributed to the overall growth in energy intake.

Given the diverse operational activities across its Brands, the Group's energy mix comprises several sources. Electricity is the primary energy source, representing approximately 41% of the total consumption, followed by natural gas at 38%, wood offcuts at 9%, GPL at 7%, diesel at 5% and gasoline at 0.1%. Arclinea replaced pellets with wood-based combustion material, resulting in a significant reduction of wood offcuts usage—17% less than in 2023 and 33% less compared to 2022. Most importantly, this change allowed for the complete elimination of fuel oil use.

Arclinea has further improved energy efficiency by deploying thermostats that automatically shut off the heating system once a predefined temperature is reached.

The Group's Energy Intensity Index—calculated as the ratio of total energy consumption to revenue, multiplied by 1,000—stood at 272 GJ/k€ in 2024. This represents an upward trend compared to previous year, reflecting both an increase in the energy consumption and a slight decline in revenues for 2024.

ENERGY CONSUMPTION AND ENERGY INDEX	UNIT	2022	2023	2024
Electricity <sup>10</sup>	GJ	23,395	22,670	25,246
Natural gas	GJ	37,668	28,650	23,362
District heat and steam <sup>11</sup>	GJ	-	3,748	10,838
Wood offcuts <sup>12</sup>	GJ	7,888	6,407	5,304
LPG	GJ	1,631	2,488	4,297
Diesel (vehicles owned and leased) <sup>13</sup>	GJ	3,451	3,364	3,046
Gasoline <sup>14</sup>	GJ	60	62	51
Fuel oil	GJ	651	-	-
TOTAL ENERGY CONSUMPTION <sup>15</sup>	GJ	74,744	67,389	72,145
ENERGY INTENSITY INDEX (ENERGY/REVENUES)	(GJ/K€)	263	242	272

GHG emissions

In alignment with the GHG Protocol Corporate Accounting and Reporting Standard, B&B Italia Group identifies and monitors all significant direct greenhouse gas (GHG) emissions (Scope 1) as well as indirect emissions from purchased energy (Scope 2). Biogenic emissions from biomass combustion—specifically wood offcuts used for heating at the Caldogno facility—are reported separately from Scope 1 emissions, as they are sequestered through organic growth processes. Residual emissions, including nitrous oxide (N<sub>2</sub>O) and methane (CH<sub>4</sub>) not absorbed during plant growth, totaled 17 tCO<sub>2</sub>eq in 2024, reflecting a 13% decrease compared to 19 tCO<sub>2</sub>eq in 2023, attributable to a lower volume of biomass combusted during the year.

The Group also quantifies indirect emissions occurring outside its operational boundaries (Scope 3). Below is a summary of all Scope 3 categories included in the Group's 2024 GHG inventory.

<sup>10</sup> Energy consumption (GJ) related to electricity for 2022 has been restated due to an update of the emission factor used, which allowed for a refining in the calculations.

<sup>11</sup> Energy consumption (GJ) related to district heating and steam has been included, as 2024 marked the first year of procurement of such energy source.

<sup>12</sup> Energy consumption (GJ) related to wood offcuts for 2022 and 2023 have been restated due to an update of the conversion factor used, which allowed for a refining of the calculations.

<sup>13</sup> Energy consumption (GJ) related to diesel for 2022 has been restated due to an update of the emission factor used, which allowed for a refining in the calculations.

<sup>14</sup> Energy consumption (GJ) related to gasoline for 2023 has been included following the acquisition of accurate and reliable data.

<sup>15</sup> In light of the abovementioned restatements, the total energy consumption (GJ) and the energy intensity index (GJ/k€) have been adjusted accordingly.

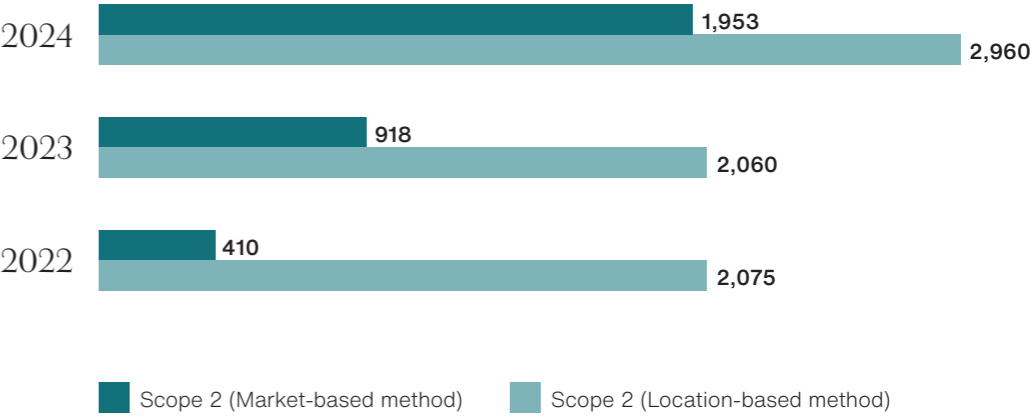
REPORTED GHG SCOPE 3 EMISSIONS CATEGORIES <sup>16</sup>	DESCRIPTION
01. Purchased goods and services	Upstream emissions from the production of products purchased or acquired. The category includes both goods (tangible products) and services (intangible products).
02. Capital Goods	Upstream emissions from the production of capital goods purchased or acquired.
03. Fuel and energy-related activities	Emissions related to the production of fuels and energy purchased and consumed.
04. Upstream transportation and distribution	<p>Emissions associated with the transportation and distribution of products purchased in the reporting year, between a company's tier 1 suppliers and its own operations in vehicles not owned or operated by the reporting company.</p> <p>Emissions related to the transportation and distribution services purchased by the reporting company in the reporting year, including inbound logistics, outbound logistics (e.g., of sold products) and transportation and distribution between a company's own facilities.</p>
05. Waste generated in operations	Emissions from third-party disposal and treatment of waste generated by the Group's owner or controlled operations.
06. Business travel	Emissions from the transportation of employees for business-related activities.
07. Commuting	Emissions from the transportation of employees between their homes and their worksites.
09. Downstream Transportation and Distribution	Emissions from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the reporting company.
11. Use of sold products	Emissions from the use of goods and services sold by the reporting company in the reporting year.
12. End-of-life treatment of sold products	Emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life. This category includes the total expected end-of-life emissions from all products sold in the reporting year.

<sup>16</sup> The Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard – Revised edition.

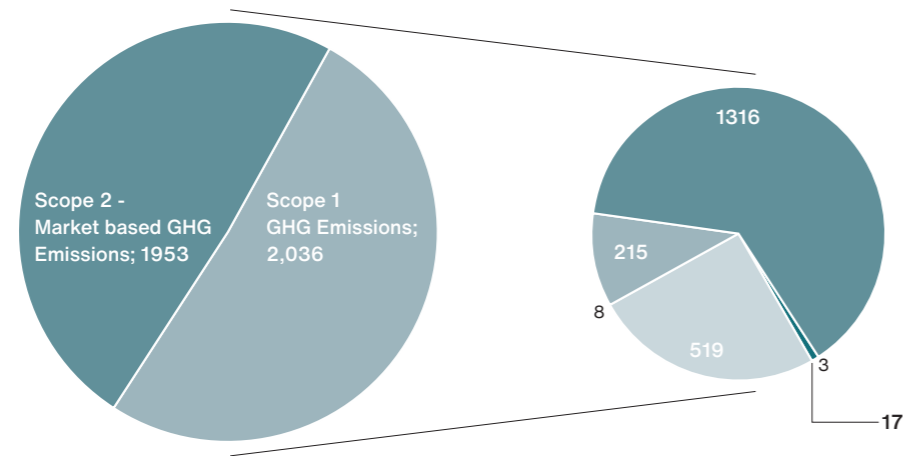
Scope 1 emissions remained stable compared to 2023, with a slight increase of 2%. This marginal rise is mainly attributable to an increase in LPG consumption at Arclinea. In fact, in 2024, Arclinea operated at full capacity its new LPG boiler, installed in 2023 to replace the previous oil-fired system, which is no longer in use. As a result, total Scope 1 emissions reached 2,078 tCO<sub>2</sub>eq in 2024, up from 2,036 tCO<sub>2</sub>eq recorded in 2023.

Scope 2 emissions calculated using the location-based method totaled 2,960 tCO<sub>2</sub>eq in 2024, reflecting an increase compared to 2023 levels. Similarly, Scope 2 emissions assessed under the market-based approach also rose compared to the previous year. This rise is primarily due to B&B Italia's first full year of heat procurement from a cogeneration plant, as well as the implementation of an upgraded energy monitoring system at the U.S. affiliate, which led to more accurate and comprehensive consumption data.

Indirect emissions [TonsCO<sub>2</sub>eq]  
Scope 2 (Market-based and Location-based)



2024 GHG Emissions [TonsCO<sub>2eq</sub>]  
Scope 1 and Scope 2 Market-based

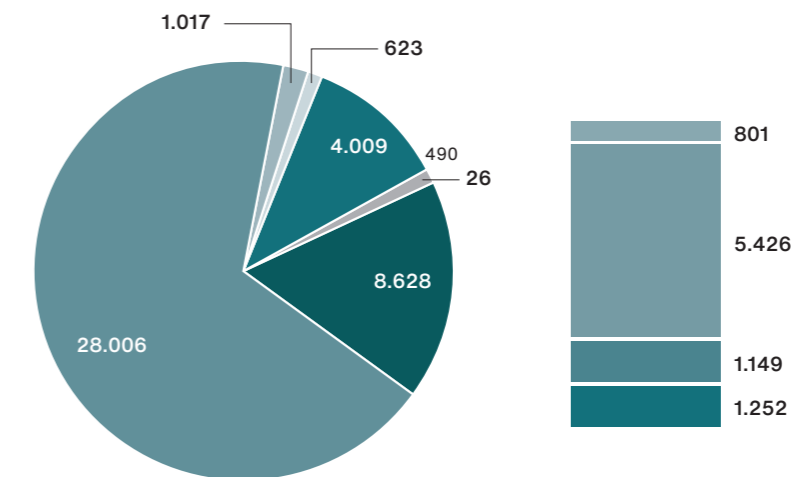


- Emissions resulting from natural gas heating
- Emissions resulting from biomass (N.O and CH, emissions not absorbed during growth)
- Emissions of refrigerant gases resulting from leakages of air-conditioning systems
- Scope 2 - Market based GHG Emissions
- Emissions resulting from gasoline emergency generators
- Emissions resulting from diesel used for the corporate vehicle fleet
- GPL

The largest share of the Group's GHG emissions is attributable to Scope 3, accounting for 89% of total emissions in 2023 (considering Scope 1, Scope 2 Location-Based, and Scope 3 combined). The most significant contributor within Scope 3 is emissions from purchased goods and services, representing 65% of all Scope 3 emissions. This year, due to limited data availability and following the same approach used to estimate the quantities of purchased materials as mentioned above, B&B Italia estimated emissions for this category starting from 2023 data, which have been then adjusted according to the change in revenues between 2023 and 2024. In contrast, Arclinea's emissions related to purchased goods and services were calculated using the weight-based method.

Starting in 2023, emissions related to fuel- and energy-related activities were redistributed into the relevant categories—namely, Category 4 and 9 (Upstream and Downstream Transportation and Distribution), Category 6 (Business Travel), and Category 7 (Employee Commuting).

2024 GHG Emissions [TonsCO<sub>2eq</sub>]  
Scope 3 categories



- Cat. 1 - Purchased goods and services
- Cat. 2 - Capital Goods
- Cat. 3 - Fuel and energy-related activities
- Cat. 4 - Upstream transportation
- Cat. 5 - Waste generated in operations
- Cat. 6 - Business travel
- Cat. 7 - Commuting
- Cat. 8 - End-of-Life Treatment of Sold Products
- Cat. 9 - Downstream Transportation
- Cat. 10 - Use of Sold Products
- Cat. 11 - Use of Sold Products

## Carbon offsetting projects

As a complement to B&B Italia's initiatives to manage and reduce its absolute greenhouse gas ("GHG") emissions, the Company has since (2020) purchased carbon credits to neutralise ("offset") its residual Scopes 1 and 2 operational emissions. The Company's primary climate mitigation approach is to reduce its absolute carbon emissions over time. Through the purchase of carbon credits, Flos B&B Italia Group also provides carbon financing to climate mitigation projects beyond its value chain. As each credit corresponds to the removal of one ton of CO<sub>2</sub> equivalent (CO<sub>2e</sub>), the Company can – under voluntary carbon market standards and guidance – claim it has reached carbon neutrality (Scope 1 and 2) in a given year by purchasing credits to offset its residual emissions. From the outset, the two projects from which Flos B&B Italia Group has purchased carbon credits are the "Great Bear Forest Carbon" and the "Guatemalan Conservation Coast" projects. These two projects were chosen because of their strong credentials on environmental and biodiversity issues as well as their social initiatives.

Great Bear Forest Carbon project <sup>17</sup>, Canada

The Great Bear Rainforest is one of the world's largest remaining, intact rainforests. Stretching across 6.4 million hectares on British Columbia's northern coast, it contributes to carbon absorption on a massive scale. This landscape is home to diverse wildlife, including the rare Spirit Bear. First Nations communities have protected and cared for this rainforest for over 14,000 years. The Great Bear Forest Carbon Projects protect the ecological and cultural integrity of the Great Bear Rainforest and Haida Gwaii. Revenue from these projects funds vital initiatives such as forestry planning, marine and biodiversity management, and investment in sustainable industries – including renewable energy, tourism, shellfish aquaculture, and non-timber forest products. By purchasing carbon offsets from the Great Bear Forest Carbon Projects, buyers contribute to a globally recognized conservation effort that safeguards ancient forests, upholds Indigenous rights, and supports resilient communities.

Guatemalan Conservation Coast project <sup>18</sup>, Central America

The Guatemalan Conservation Coast programme works to address the drivers of deforestation through effective law enforcement, land-use planning, education, economic opportunities, and sustainable agroforestry initiatives. Some of the most important project achievements to date are the protection of 30 threatened tree species including the Baird's tapir and West Indian manatee, the protection of 54,157 hectares of threatened forest in the Mesoamerican Biological Corridor and the creation or support of 487 jobs for indigenous and local communities.

<sup>17</sup> The Great Bear Forest Carbon project is registered on the British Columbia Registry under three different projects: Great Bear (South Central Coast) 104000000011319, Great Bear (Haida Gwaii) 104000000011559 and Great Bear (North and Central-Mid Coast) 104000000012798 aims to generate Improved Forest Management and reforestation-based carbon credits.

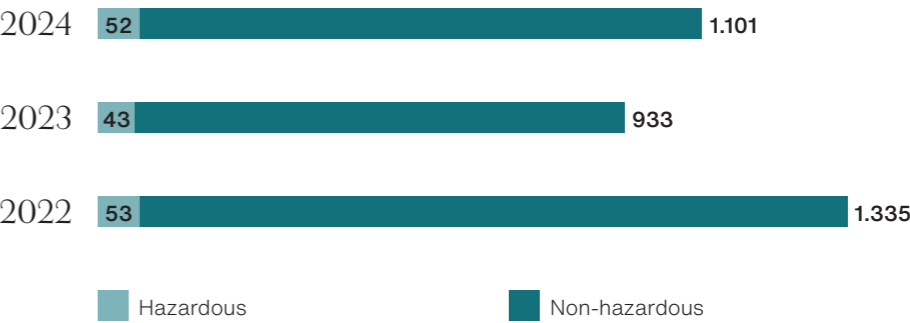
<sup>18</sup> The Guatemalan Conservation Coast project is registered on the Verra registry, REDD+ Project for Caribbean Guatemala: The Conservation Coast 1622, applies Verra's Verified Carbon Standard (VCS Standard v4.3 VM0015) and the Climate, Community and Biodiversity Standards v.3.1, and will generate carbon credits from avoided unplanned deforestation representing c. 22 million tonnes of CO2e.

Waste

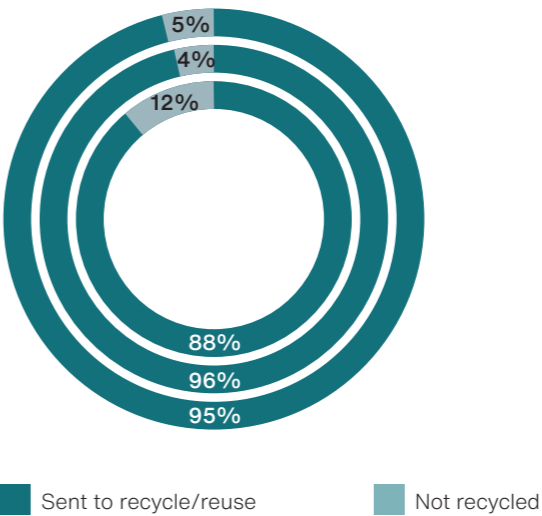
B&B Italia Group actively monitors and manages its waste production and disposal processes in strict compliance with national laws and regulations.

Most of the waste produced during manufacturing activities originates from packaging materials—including paper, cardboard, and mixed materials—as well as production residues. In 2024, the Group continued efforts to reduce polyethylene and polystyrene waste, opting instead for more sustainable paper-based solutions. Over the year, total waste generation reached 1,153 tons, representing an increase compared to 2023. This rise is largely due to the specific characteristics and requirements of newly introduced products. Additionally, the proportion of waste that was recycled, reused, or recovered increased compared to the previous year, accounting for approximately 95% of total waste in 2024. For non-hazardous waste, the total volume increased by 18%, reaching 1,101 tons. Hazardous waste totaled 52 tons, up from 43 tons recorded in 2023.

Hazardous vs Non-hazardous waste [Tons]  
2022 - 2023 - 2024



Recycled vs non recycled waste  
2022 - 2023 - 2024



# Promoting valuable relationships



# Our people

B&B Italia Group recognizes that its employees are the cornerstone of its success; their well-being, development, and engagement are paramount as it strives to create a responsible and thriving workplace that not only supports its business goals but also contributes positively to the communities around it. The significance of this approach is underscored by the fact that a large portion of the Group's workforce resides near its production facilities and offices, strengthening the bond between the company and its surrounding communities.

As of 31st December 2024, B&B Italia Group recorded 695 FTEs<sup>19</sup>, a 2% increase in comparison to 2023. Seeing as though the Group is headquartered in Italy, the employees working in Italy represent 89% of the personnel. Due to the international expansion of the Group's market over the years, B&B Italia Group has employees spanning across five countries in two continents, in addition to Italy, including Germany, France, the United Kingdom and the USA.

### DISTRIBUTION OF EMPLOYEES BY COUNTRY (FTEs)

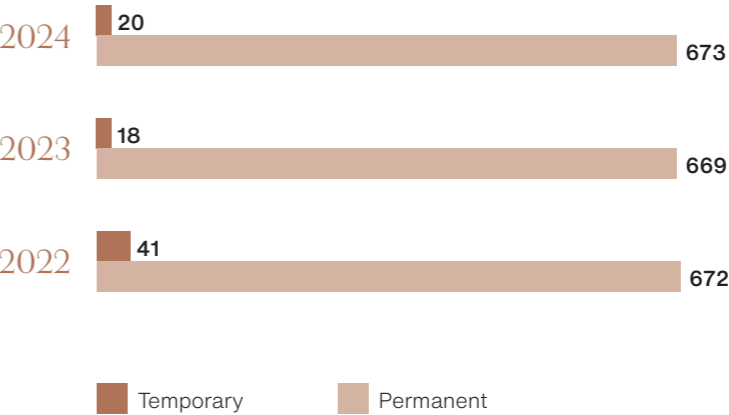
Germany	3
France	9
Italy	623
UK	14
USA	46

Due to the nature of the business and the market in which B&B Italia operates, emphasizing craftsmanship and technical skills in the development of final products, factory staff represents the majority in terms of employment category, representing 49% of employees.

B&B Italia Group strives to foster stable relationships with its workforce. Such efforts are reflected in the number of employees with permanent employment contracts. This trend remained stable in comparison to 2023, with 97% of the Group population being represented<sup>20</sup>.

<sup>19</sup> Employee data are expressed in Full-time Equivalents (FTEs), a unit of measurement used to count employed persons in a way that makes them comparable although they may work a different number of hours per week. At B&B Italia Group, FTEs are valued at 2,080 hours per year (40 hours per week for 52 weeks per year).  
<sup>20</sup> 2024 data do not include B&B Furniture (Shanghai) Co. Ltd as the legal entity is under liquidation proceeding as of 31st December 2024.

### Employees by type of contract (FTEs)



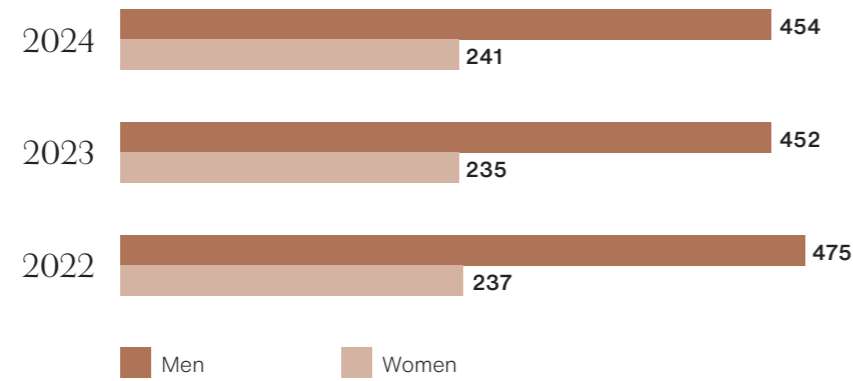
Attracting and retaining top talent remains a strategic priority for B&B Italia Group, recognizing that its people are the cornerstone of long-term success. The Group is dedicated to cultivating an inclusive, flexible, and welcoming workplace culture that supports every employee's growth and well-being. This commitment is reflected in its efforts to ensure equitable compensation and promote a healthy work-life balance across all roles and departments.

In the past years the overall gender ratio has remained generally stable within the company's population. As of 31st December 2024, male employees amounted to 454, a number in line with the 452 reported in the previous year and encompassing approximately 65% of the total workforce. Conversely, 241 employees were women, whose presence increased by 3% with respect to 2023 data.

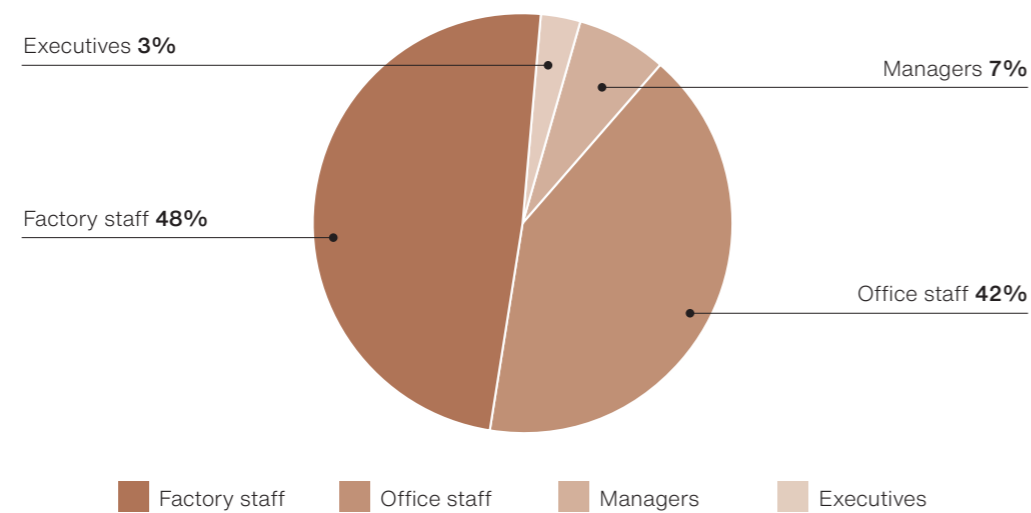
In terms of age groups, 49% of the Group's employees fall within the 30-to-50 age bracket. The percentage of employees aged over 50 remained relatively stable, with a slight increase between 2023 and 2024, representing 41% of the total workforce. Conversely, employees under the age of 30 form the smallest demographic group, with 72 individuals representing roughly 10% of the overall employee base<sup>21</sup>.

<sup>21</sup> 2024 data do not include B&B Furniture (Shanghai) Co. Ltd as the legal entity is under liquidation proceeding as of 31st December 2024.

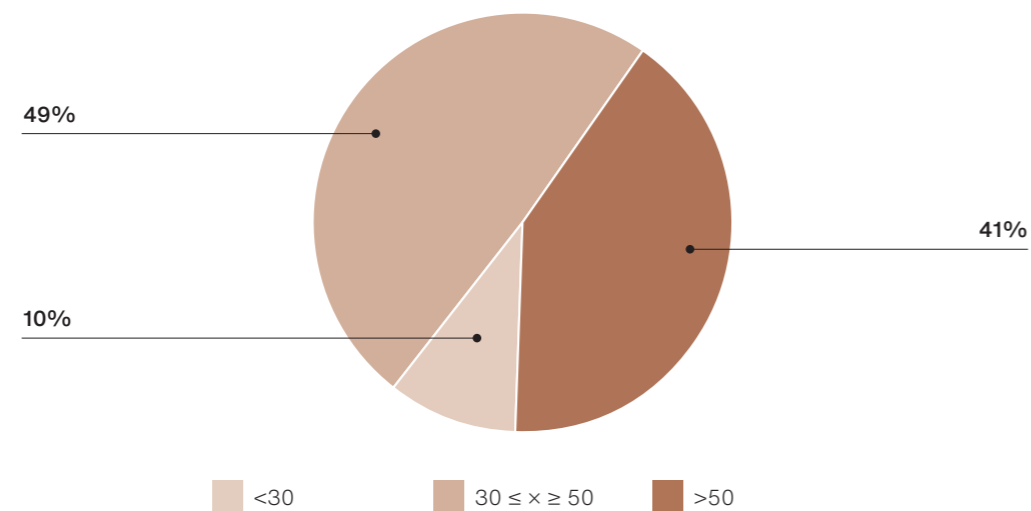
## Employees by gender



## 2024 Employees by employment category (%)



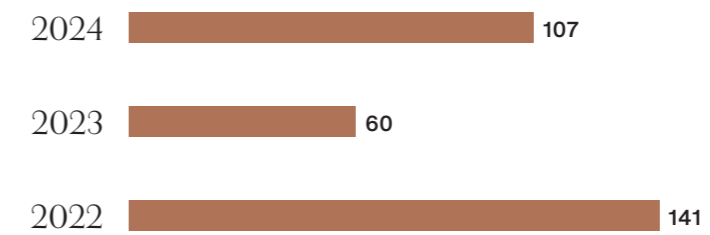
## 2024 Employees by age group (%)



As of 31st December 2024, the Group reported 93 employee terminations, representing a 7% increase with respect to 2023. The majority of the departing employees were over 30 years old. The turnover rate of the Group<sup>22</sup> is a relevant indicator of the employee retention capacity of a company, since it provides insights on the reputation, efficiency and stability of the workplace. In the reporting year, the overall turnover rate was equal to 13%, showing a slight increase with respect to 2023, where the turnover rate was 12%.

Regarding new hires, 107 new employees joined the Group this year. The hiring<sup>23</sup> rate amounted to 16% in 2024, an increase compared to the 8% hiring rate reported in 2023. Of the new staff, 61% are between 30 and 50 years old, while 22% of them are younger than 30 years old<sup>24</sup>.

## Total Employee hirings



## Total Employee terminations

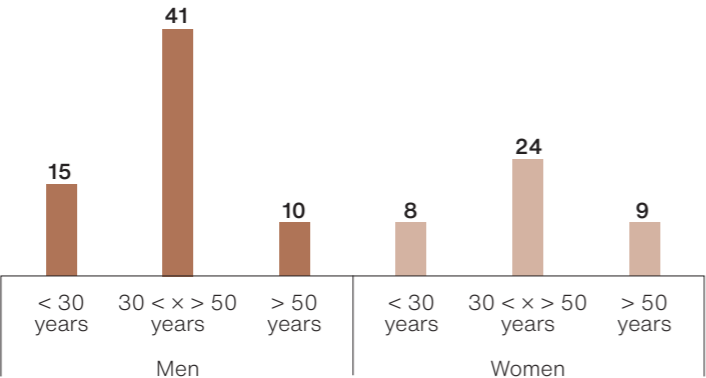


<sup>22</sup> The turnover rate is calculated as the number of staff leaving the Group out of the total number of employees in the previous year.

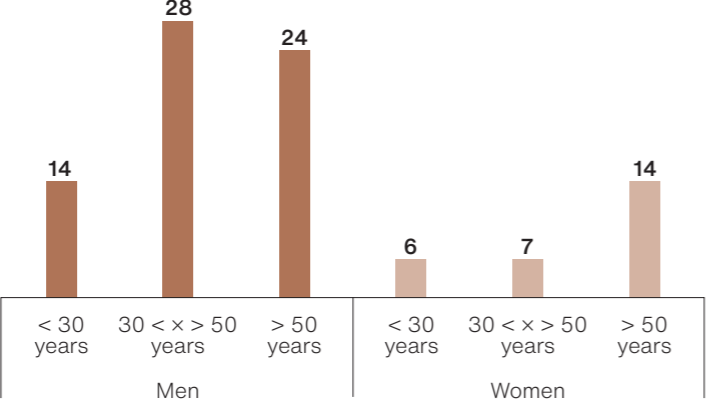
<sup>23</sup> The hiring rate is measured as the ratio between the number of new hires and total employees at the end of the previous year.

<sup>24</sup> 2024 data do not include B&B Furniture (Shanghai) Co. Ltd as the legal entity is under liquidation proceeding as of 31st December 2024.

2024 Employee hirings, by age and gender



2024 Employee terminations, by age and gender



B&B Italia Group upholds diversity and equal opportunity as core values, firmly opposing all forms of discrimination and human rights violations. A key expression of this commitment is the Group’s dedication to ensuring fair and equitable compensation for all employees. To foster a merit-based culture, where performance is the sole criterion in compensation decisions, the Group has continued to monitor the gender pay ratio over recent years. This ongoing analysis supports efforts to create a workplace where recognition and reward are grounded in transparency, fairness, and measurable contribution. In 2024, the ratio across employment categories was 97% for executives; for managers the salary ratio amounted to 90% and for office staff 88% in 2024. In terms of overall remuneration (i.e., the salary ratio between female and male employees), all employment categories saw slight decreases between 2023 and 2024, as detailed in the table below.

RATIO BETWEEN BASIC SALARIES FOR FEMALES AND MALES	UNIT	2022	2023	2024
Executives	%	94	86	97
Managers	%	94	96	90
Office staff	%	90	91	88
Factory staff	%	97	94	95

RATIO BETWEEN OVERALL REMUNERATION FOR FEMALES AND MALES	UNIT	2022	2023	2024
Executives	%	102	85	91
Managers	%	96	101	93
Office staff	%	97	98	88
Factory staff	%	83	86	94

Allure O' Dot by Monica Armani

# Training and welfare

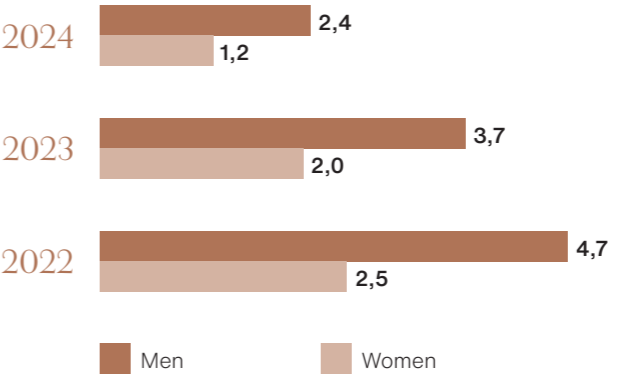
B&B Italia Group continues to prioritize employee development as a strategic driver of innovation and excellence. Each year, the Group delivers a broad spectrum of training initiatives that span both technical and soft skill domains. These include specialized modules on technical applications, design software, and evolving commercial regulations at both national and international levels, as well as programs focused on people management, public speaking, and performance planning. Since 2021, the Group has implemented the “Logic Learning” training suite—a mandatory program for all employees in Italy. This platform provides structured learning on key technical topics, including sustainability and product certifications, reinforcing the Group’s commitment to environmental and social responsibility.

Arclinea continues to support the onboarding and development of new employees through a dedicated training program totaling approximately 80 hours. This initiative has, in the last years, been complemented by targeted sustainability training designed to deepen awareness of environmental and social issues. A key component of the program included technical instruction on Life Cycle Assessments (LCAs), equipping employees with the knowledge to evaluate the environmental impact of products throughout their lifecycle.

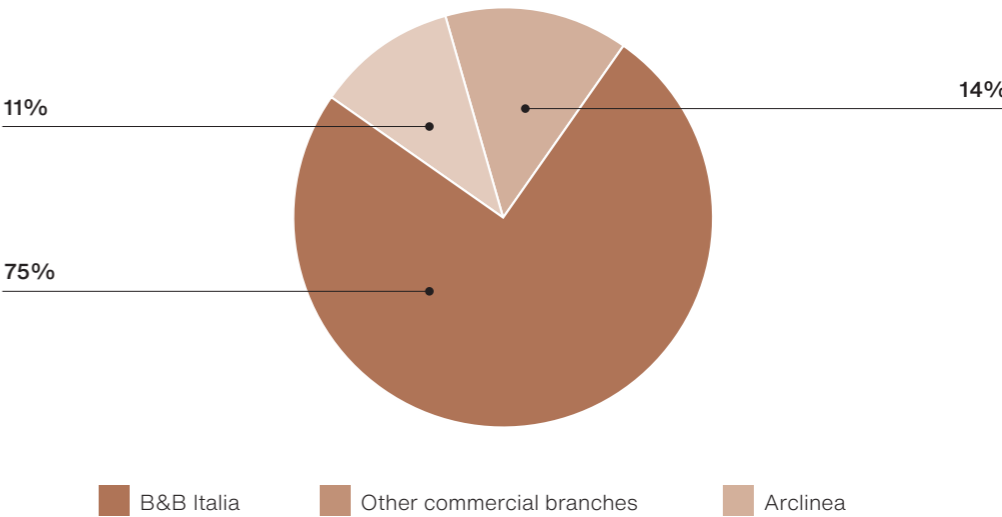
In 2024, the overall training hours recorded at Group level amounted to 1,394, of which 27% was compliance training. In addition to the recurring, mandatory sessions on Health & Safety for factory workers, B&B Italia also delivers a structured training session on whistleblowing and the corporate Organization Model adopted, in line with the Italian Legislative Decree 231/2001.

Among the initiatives introduced in the reporting year, B&B Italia developed a program reserved to executives and clerks aimed at improving their soft skills, among which performance efficiency and planning and professional development. As planned, the Group extended such trainings to managers in the 2024 reporting year.

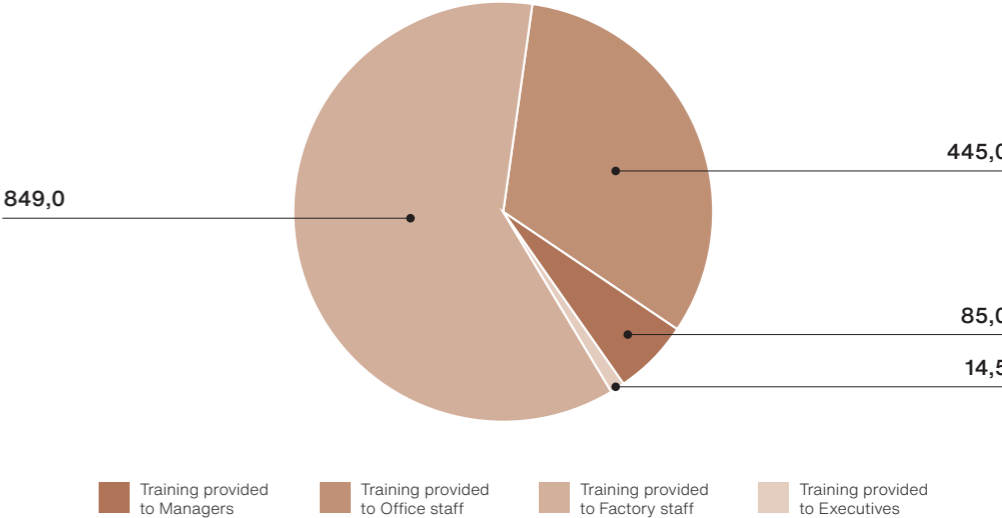
Training hours per employee (FTEs) by gender



2024 Total training hours by legal entity (%)



2024 Average training hours per employee by category



In order to safeguard the health and safety of its employees and foster their performance and engagement, B&B Italia has developed various welfare initiatives over the years.

Regarding its welfare plan, B&B Italia Group collaborates with several associations to offer medical and social support services to employees and their families. Since 2017, the Group has partnered with Associazione Anteas Onlus to provide transportation and assistance for employees' family members with disabilities. Additionally, an agreement with Synlab in Monza grants employees' access to diagnostic and treatment services at preferential rates. The Group has also broadened the eligibility criteria for accessing severance indemnities, extending beyond the standard provisions of Italian collective agreements to offer greater flexibility and support.

Beginning in 2023, Arclinea further enriched its welfare offering by providing fringe benefits such as reimbursements for day-care expenses. Over the years, it has also introduced a variety of team-building initiatives aimed at strengthening interpersonal connections among employees from different regions and fostering open dialogue to identify organizational challenges and opportunities for improvement.



**Assiale** by Piero Lissoni

## Health and safety at work

At B&B Italia Group, safeguarding employee health and safety is a foundational element of its corporate culture. The Group strives to raise awareness among employees about potential risks related to their daily work activities and environments, adopting a proactive approach supported by clear, Group-wide health and safety standards that apply equally to all employees and subcontractors.

In 2024, 15 injuries were reported across the Group's facilities and offices: 11 of the injuries took place at B&B Italia S.p.A., while the remaining 4 in the Arclinea's Caldogno plant. All the registered incidents were of minor significance. Despite the increasing trend in injuries recorded over the three-year period analyzed, neither injuries with serious consequences nor fatal injuries, nor occupational diseases were reported within the Group. The table below reports data for both employees and non-employees<sup>25</sup>.

HEALTH AND SAFETY INDICES	UNIT	2022	2023	2024
Worked hours	hours	1,255,270	1,229,834	1,195,718
Number of injuries <sup>25</sup>	n.	9	11	15
Occupational diseases	n.	-	-	-
Injury rate <sup>26</sup>	n./hours	7.2	8.9	12.5

In order to minimize the magnitude and the frequency of the injuries recorded and to promptly assist its employees, B&B Italia maintains a Health & Safety Management System that outlines a comprehensive set of internal protocols and risk mitigation strategies. In line with Legislative Decree No. 105/15, the Company conducts in-depth risk assessments—particularly concerning the flammability of polyurethane—by engaging specialized external experts. Given the hazardous substances released when polyurethane burns at high temperatures, B&B Italia enforces strict safety standards for its storage, handling, and disposal. To promote a culture of safety and increase employee awareness, the Misinto facility features a dedicated info-point with up-to-date guidance on safety procedures. Additionally, the Group organizes quarterly meetings with the Workplace Safety Representative, which include targeted training sessions to reinforce knowledge and compliance across the workforce.

Arclinea has also maintained the UN ISO 45001:2018 standard, ensuring an update to the risk assessment for all the activities and internal processes along the company's production chain, to prevent the occurrence of injuries and occupational diseases.

<sup>25</sup> 2024 data do not include B&B Furniture (Shanghai) Co. Ltd as the legal entity is under liquidation proceeding as of 31st December 2024.

<sup>26</sup> Injury rate is calculated as the ratio between the total number of injuries recorded during the reporting year and the overall amount of hours worked and multiplied by 1,000,000.

# Generating value for the community

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B&B Italia Group actively collaborates with local and national schools and institutions to attract emerging talents and improve young people's access to job opportunities. Indeed, since 2018 the Company has funded three scholarships for outstanding students from the Misinto municipality to support the social and cultural development of the local community.

## Preserving craftsmanship: the collaboration with CFP Giuseppe Terragni

In October 2023, B&B Italia launched a training collaboration with the Giuseppe Terragni Technical Institute in Meda, located in the province of Monza and Brianza, as part of the Altagamma “Adopt a School” initiative. The project was conceived to celebrate and transmit the craftsmanship, technical expertise, and specialist skills that form the foundation of the company’s identity. It specifically supports students pursuing studies in textile production and upholstery, empowering them through direct engagement with the world of high-end manufacturing. Promoted in partnership with the Ministry of Education and Merit and endorsed by the European Commission as part of the European Year of Skills 2023/2024, the initiative fosters meaningful collaboration between educational institutions and the excellence of Italian industry. “Adotta una scuola” establishes customized training pathways that align school curricula with the evolving needs of the luxury sector, encompassing activities such as curriculum design, mentoring, development of educational materials, company visits, expert-led sessions, hands-on workshops, internships, real-world projects, provision of production materials, and teacher training. Each partnership is formalized through a dedicated agreement that outlines class participation, coordination roles, content, and the shared responsibilities of all stakeholders. In 2024, the initiative progressed with new efforts to engage students, including a dedicated presentation by B&B Italia’s R&D department at the school. This session offered in-depth insights into the Group’s structure, operations, and technical expertise, providing students with a clearer understanding of the company’s design and production processes and reinforcing the program’s role in preparing young talent for future careers in the industry.

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Over the last years Arclinea has launched a three-year scholarship program in collaboration with IUAV – University of Venice, within the Department of Design. The PhD research initiative explores the accountability of products and services from an environmental, economic, and social sustainability perspective. It also investigates how social behaviors and emerging technologies are reshaping domestic environments, with a specific focus on the evolving role of kitchen spaces amid globalization, digital transformation, and shifting nutrition trends—such as the growth of agri-food value chains and the rise of alternative proteins. The program is divided into four key phases: research, synthesis, experimentation, and conclusion. As a complement to the academic framework, it also includes a six-month training experience within Arclinea, offering participants hands-on exposure to the Brand’s industrial processes.

Since 2021, the Group has engaged in various charitable activities, including donations to ActionAid Italia and Love Design. ActionAid Italia is an international organization dedicated to combating poverty and injustice, enhancing educational opportunities in underprivileged areas, and addressing violence against women. It strives to ensure access to essential resources and uphold fundamental rights. On the other hand, Love Design is associated with a biennial design event organized by AIRC (Italian Association for Cancer Research) in partnership with ADI (Association for Industrial Design). This event, which began in 2003 under the title "Design Supports Research," aims to convert products generously donated by companies into vital resources for cancer research. It serves as a unique platform for solidarity, where leading design brands and attendees contribute to fundraising efforts for cancer research in Italy.

In 2023, Arclinea renewed its commitment to the organization “Bambini delle Fate,” a social enterprise located in Castelfranco Veneto, Treviso. This local association is dedicated to organizing projects, fundraising initiatives, and awareness campaigns for children and young adults with disabilities and autism through an annual donation.

B&B Italia, aligning with the Group’s ethical principles centered on the preservation of Italian cultural heritage, proudly serves as a Corporate Golden Donor for FAI (Fondo Ambiente Italiano or National Trust for Italy), an Italian foundation committed to safeguarding and promoting the country’s artistic, wildlife, and landscape heritage.

# Methodological note



# Reporting principles and criteria

The herein document represents the fifth edition of the Sustainability Report of B&B Italia Group. It outlines the measures and actions undertaken by the Group to manage environmental, social, and employee-related matters, while presenting the position gained within the high-end design sector at national and international level. Its purpose is to provide stakeholders with an accurate, comprehensive, and transparent view of the Group's performance and results in the past year. The document has been prepared with reference to the GRI Standards 2021. The contents of this report reflect the materiality analysis conducted by Flos B&B Italia Group and included in the Group's Sustainability Report 2024.



# Scope of reporting

This Sustainability Report provides information on initiatives, activities and related key performance indicators and refers to the period from January 1st to December 31st, 2024. In some cases, if applicable, data were presented for the years 2022, 2023 and 2024. Information refers to B&B Italia S.p.A., Arclinea Arredamenti S.p.A. and, where applicable, comprises data related to commercial branches and foreign affiliate companies: B&B Italia USA Inc., B&B Italia London Ltd., B&B Italia München GmbH, B&B Italia Paris SARL and B&B Furniture (Shanghai) Co., Ltd.<sup>27</sup> Exclusions from this reporting scope are explicitly reported in the text. The legal entities falling within the scope of the Sustainability Report are in:

- B&B Italia S.p.A. – Strada Provinciale Novedratese 32, Novedrate (Como, Italy);
- Arclinea Arredamenti S.p.A. – Viale Pasubio 70, Caldogno (Vicenza, Italy);
- B&B Italia London Ltd. – 250 Brompton Road, Cross SW3 2AS (Londra, Regno Unito);
- B&B Italia München GmbH - Maximilianplatz 21 (Monaco, Germania);
- B&B Italia Paris S.à.r.l. – 3 Rue du Colonel Moll (Parigi, Francia);
- B&B Italia USA Inc. - 150 East 58th Street (New York City, United States of America);

It is to be noted that the social and environmental information related to 2024 data do not include data from the legal entity B&B Furniture (Shanghai) Co. Ltd. since it is currently dormant.

Moreover, as of this Report's publishing date, no noteworthy event occurred that necessitates reporting except that, on May 16th, 2024, Design Holding rebranded as Flos B&B Italia Group S.p.A. As part of the Group's rebranding, International Design Group S.p.A. has been renamed into Flos B&B Italia S.p.A.

This Sustainability Report confirms B&B Italia Group's commitment to the monitoring and optimization of its sustainability performance and strengthening of its activities in the social and environmental domains. By means of this Report, the Group is willing not only to comply with social expectations and to bolster communication with its main stakeholders concerning the results achieved, but also to improve internal awareness on environmental, social and economic development.

As a further proof of its effort, B&B Italia Group has been a signatory member of the United Nations Global Compact (UNGC) Initiative since 2016. Through its activities and initiatives, B&B Italia Group contributes to meeting eight out of the 17 SDGs, as highlighted in the figure on the left.

<sup>27</sup> The entity is currently dormant and does not include B&B Italia employees as of 31.12.2024.

# Stakeholders and materiality

B&B Italia Group periodically performs a stakeholder analysis to map and identify its key stakeholders, depending on both their dependence and influence they have on the Group to better structure its sustainability commitment and actions.

## Stakeholder mapping and engagement

For each key stakeholder category identified, a description of existing engagement activities is provided.

STAKEHOLDER CATEGORY	ENGAGEMENT TOOLS AND ACTIVITIES
Employees	Continuous dialogue with employees (i.e. internal communications, intranet, newsletter)
Suppliers	Continuous dialogue and periodic meetings
Dealers	Continuous dialogue and periodic meetings
Local communities	Website, press releases, social media
Customers	Website, catalogue, advertising campaigns, exhibitions, and installations
Clients	Website, catalogues, fairs, advertising campaigns, exhibitions and installations, training sessions
Designers, architects and interior decorators	Continuous cooperation on research and development of new products

The table below highlights the links between the identified material issues and the corresponding Topic-specific Disclosures. The sustainability topics represent the most significant impacts that B&B Italia Group, as a relevant part of the Flos B&B Italia Group, has on the economy, the environment, and people, including human rights, through its operations and value chain. These impacts can be either negative, causing harm to individuals, society, and the environment, or positive, contributing to sustainable development.

MATERIAL TOPICS	GRI TOPICS
Own workforce	Employment (GRI 401) Occupational Health & Safety (GRI 403) Training & Education (GRI 404) Diversity and Equal opportunities (GRI 405) Non-discrimination (GRI 406)
Business conduct	Anti-corruption (GRI 205)
Circular Economy and resource use	Materials (GRI 301) Waste (GRI 306)
Climate Change	Energy (GRI 302) Emissions (GRI 305)
Workers in the Value Chain	Supplier environmental assessment (GRI 308) Supplier social assessment (GRI 414)
Consumers and end-users	Customer Health & Safety (GRI 416) Marketing & Labelling (GRI 417)
Heritage & Design culture	Non GRI



Charles Carré by Antonio Citterio

# Quality reporting principles

B&B Italia Group’s Sustainability Report is drafted following the GRI Standards’ principles of balance, comparability, accuracy, timeliness, clarity, and reliability. This document serves as a tool to identify the Group’s strengths, weaknesses, and potential areas for improvement. The data collection and reporting process is designed to ensure comparability across different reporting years and to provide stakeholders with clear and interpretable information. B&B Italia Group’s Sustainability Report has not been subjected to external assurance.

# Calculation methodologies

The methodologies and assumptions used to calculate the performance indicators in this Report are detailed below:

- The injury data encompass all employees of the B&B Italia Group, including contractors. Commuting injuries where the transportation was not arranged by the Group and first-aid cases were excluded;
- Hiring and turnover rates are determined based on the total number of employees at the start of the reporting period as the denominator;
- The rate of recordable work-related injuries was calculated by multiplying the total number of injuries by 1,000,000 and then dividing by the total number of hours worked during the reporting period;
- Energy consumption from the car fleet has been calculated using available data on fuel consumption from B&B Italia and Arlinea’s fleets.

The following table shows the conversion factors used to perform energy consumption calculations:

TYPOLOGY	UOM	SOURCE
Fuel density	l/t	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2022, 2023, 2024
LCV (Lower Calorific Value)	GJ/t	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2022, 2023, 2024

Greenhouse gas emissions have been quantified using the guidelines outlined in the GHG Protocol Corporate Accounting and Reporting Standard. To calculate these emissions, the Group implemented an operational control approach to consolidate its figures, utilizing specific emission factors and associated assumptions. The calculation for Scope 1 emissions proceeded as follows:

## GHG emissions scope 1

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GLOBAL WARMING POTENTIAL (GWP)
Natural gas for heating	Fuel Consumption	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factors – Full set, 2022, 2023, 2024	CO <sub>2</sub> equivalent
Gasoline for heating			
Diesel for car fleet			
Biomass			
Leakages of refrigerant gases from air-conditioning systems	Leakages	Global Warming Potentials (GWPs) are taken from IPCC Fifth Assessment Report (AR5) and sixth Assessment Report (AR6)	–

Regarding Scope 2 emissions resulting from purchased electricity consumption from the national grid, two calculation methodologies have been employed: the location-based approach, which accounts for the average emission intensity of grids incorporating renewable and non-renewable energy sources, and the market-based approach, which reflects emissions from specifically chosen electricity sources through contractual arrangements.

Apart from the heat purchased from a local cogeneration system, B&B Italia Group lacks contracts of any kind for the sale and purchase of energy bundled with electricity generation and emissions attributes necessary for a market-based method. For this reason, a residual mix emission factor has been applied to Scope 2 emissions calculations.

The calculation for Scope 2 emissions proceeded as follows:

GHG emissions scope 2 - location based method

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GLOBAL WARMING POTENTIAL (GWP)
Electricity purchased from national grid	Electricity consumption	Terna international comparisons on Enerdata figures, 2019, 2020	Only CO <sub>2</sub>
		USA - Green-e Energy Residual Mix Emissions Rates, 2022, 2023, 2024	
		European Environment Agency, Scope 2 Emission Factors, 2022	
Purchased heat	Heat consumption	ISPRA, 2021	Only CO <sub>2</sub>

GHG emissions scope 2 - marked based method

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GLOBAL WARMING POTENTIAL (GWP)
Electricity purchased from national grid	Electricity consumption	AIB, European Residual Mixes, 2024	CO <sub>2</sub> equivalent
		Terna international comparisons on Energy data figures, 2019, 2020	Only CO <sub>2</sub>
		USA - Green-e Energy Residual Mix Emissions Rates, 2022, 2023, 2024	CO <sub>2</sub> equivalent
Purchased heat	Heat consumption	ISPRA, 2021	Only CO <sub>2</sub>

In 2024 B&B Italia continued its Scope 3 emissions analysis on the basis of the results obtained from previous years, selecting categories based on relevance, data availability, and potential for improvement in future initiatives.

The calculations were based on the following assumptions:

- Purchased Goods and services (Cat. 1): data encompasses raw materials, packaging, associated processed materials, semi-manufactured products and services. As per B&B Italia S.p.A., emissions related to raw materials and services have been estimated based on the trend in revenues recorded from 2023 to 2024 due to data unavailability.
- Upstream and downstream transportation and distribution (Cat. 4 and 9): emissions for Arclinea were estimated due to data unavailability.
- Use of sold products (Cat. 11): only products sold by Arclinea were taken into account.

For further information regarding the categories involved in Scope 3 analysis please refer to the “GHG emissions” paragraph in the Chapter “Monitoring environmental impacts across operations”.



Tetrami by Naoto Fukasawa

GHG emissions scope 3 (2024)

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GWP
Materials and services procured (Cat.1)	Weight of raw, process and packaging materials, and finished products procured; cost of services purchased	EcolInvent v.3.11 (2024)  UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2022, 2023, 2024	CO <sub>2</sub> equivalent
Capital goods (Cat. 2)	Purchased production machinery, stamps, and tools	UK Department for Environment, Food & Rural Affairs (DEFRA), Table 13 – Indirect emissions from the supply chain	CO <sub>2</sub> equivalent
Fuel and energy related activities (Cat. 3)	Fuel and electricity consumption	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2022, 2023, 2024	CO <sub>2</sub> equivalent
Upstream logistics (Cat. 4)	Kilometers covered by airplane, truck or ship and kilometers covered by airplane, truck or ship multiplied by shipped weight	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2022, 2023, 2024	CO <sub>2</sub> equivalent
Waste disposal (Cat. 5)	Weight of waste disposed	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2022, 2023, 2024  Ecoinvent v.3.11 (2024)	CO <sub>2</sub> equivalent
Business travel by air, train, ship, and car (Cat. 6)	Kilometers travelled by air, train, ship and car	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2022, 2023, 2024  Ferrovie dello Stato Italiane, “Rapporto di Sostenibilità 2023”	CO <sub>2</sub> equivalent



Narinari by Tiziano Guardini & Luigi Ciuffreda

GHG emissions scope 3 (2024)

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GWP
Downstream logistics (Cat. 9)	Kilometers covered by airplane, truck or ship and kilometers covered by airplane, truck or ship multiplied by shipped weight	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set, 2024	CO <sub>2</sub> equivalent
Energy consumed directly by sold products (Cat. 11)	Electricity consumed directly by the products sold during their entire lifetime	Terna international comparisons on Enerdata figures, 2020	Only CO <sub>2</sub>
Waste disposal of sold products (Cat. 12)	Weight of products and packaging sold in the reporting year, by treatment	EcolInvent v.3.11 (2024)  UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set 2022, 2023, 2024	CO <sub>2</sub> equivalent

In accordance with the GHG Protocol Corporate Accounting and Reporting Standard, out of scope emissions have been calculated to account for the direct carbon dioxide (CO2) impact of burning biomass. The emissions are categorized as “outside of scope” because the Scope 1 impact of these fuels has been assessed as net zero. This determination arises because the biomass fuel source absorbs an equivalent amount of CO2 during its growth phase as the CO2 released through combustion.

Outside of Scope emissions

SOURCE	ACTIVITY DATA	EMISSION FACTOR	GWP
Biomass combustion - wood offcuts for heating in Caldogno	Fuel Consumption	UK Department for Environment, Food & Rural Affairs (DEFRA), Conversion factor – Full set 2022, 2023, 2024	CO <sub>2</sub> (GWP = 1), CH <sub>4</sub> (GWP = 28) and N <sub>2</sub> O (GWP = 265). Global Warming Potentials (GWPs) are taken from IPCC Fifth Assessment Report (AR5)

# GRI Content Index

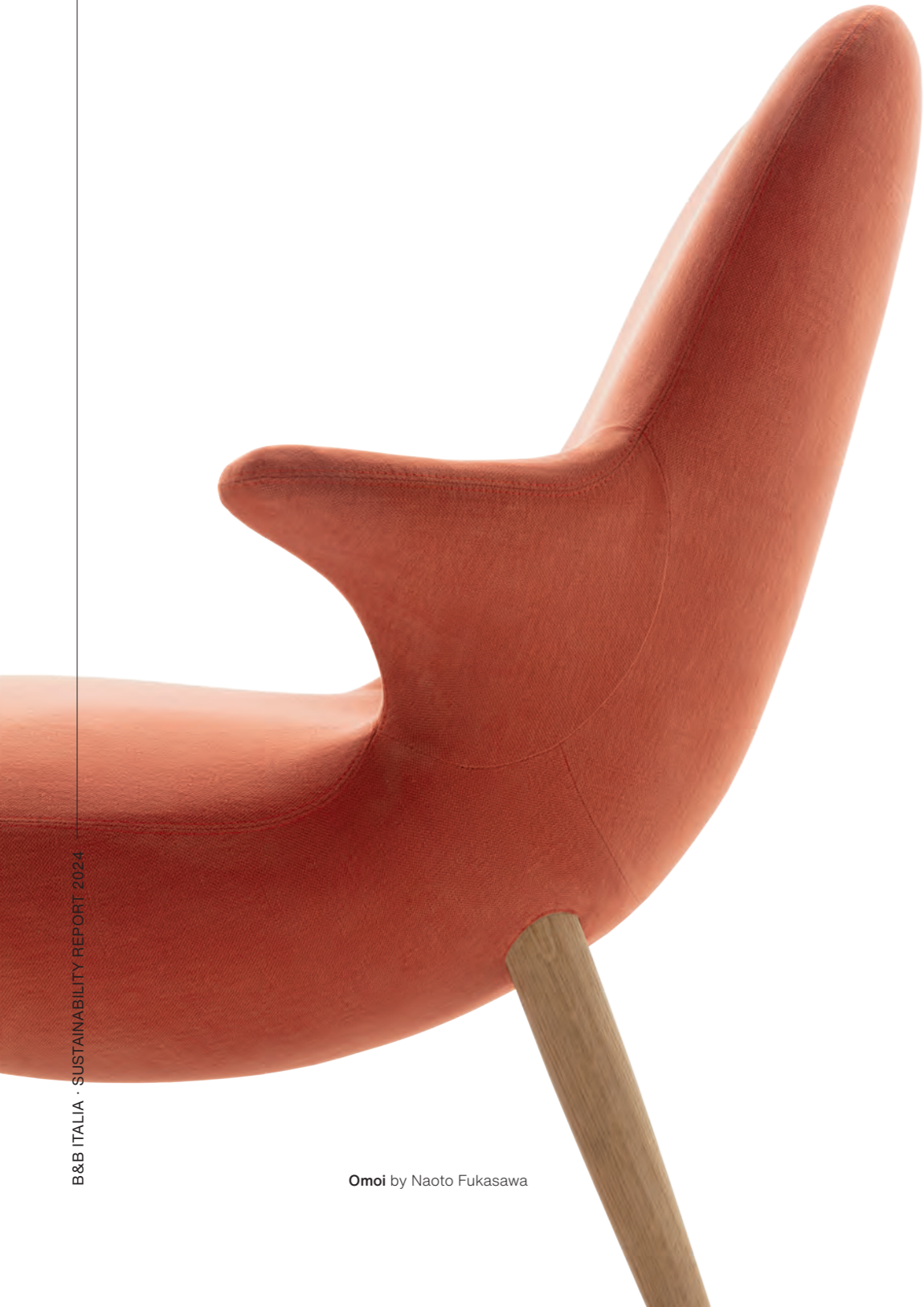


## Statement of use

B&B Italia S.p.A has reported the information cited in this GRI content index for the period 01.01.2024 – 31.12.2024 with reference to the GRI Standards.

## GRI 1 used

GRI 1: Foundation 2021



Omoi by Naoto Fukasawa

## GRI 2: General Disclosures 2021

ORGANIZATIONAL PROFILE	SECTION	NOTES
2-1 Organizational details	Introducing B&B Italia Group	-
2-2 Entities included in the organization's sustainability reporting	Scope of reporting	-
2-3 Reporting period, frequency and contact point	Scope of reporting	-
2-4 Restatements of information	-	Restatements and related reasons for restatements are clearly identifiable within the text
2-5 External Assurance	Quality reporting principles	-
2-6 Activities, value chain and other business relationships	Introducing B&B Italia Group	-
2-7 Employees	Our people	-
2-22 Statement of sustainable development strategy	Message to our Stakeholders	-
2-27 Compliance with laws and regulations	-	During the reporting period, no cases of non-compliance with laws and regulations have been detected
2-28 Membership associations	Economic performance and the value we generate	-
2-29 Approach to stakeholder engagement	Stakeholder engagement and materiality analysis	-
2-30 Collective bargaining agreements	Training and welfare	-

Material Topics

GRI STANDARD	DISCLOSURE	SECTION	NOTES
GRI 3: MATERIAL TOPICS 2021			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	-	-
	3-2 List of material topics	Methodological note	-
ANTI-CORRUPTION			
GRI 3: Material topics 2021	3-3 Management of material topics	Reporting principles and criteria	-
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	-	During the reporting period, no cases of corruption have been detected.
MATERIALS			
GRI 3: Material Topics 2021	3-3 Management of material topics	The continuous quest for product quality	-
GRI 301: Materials 2016	301-1 Materials used by weight or volume	The continuous quest for product quality	-
ENERGY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Improving energy efficiency at B&B Italia	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Improving energy efficiency at B&B Italia	-
	302-3 Energy intensity	Improving energy efficiency at B&B Italia	-
EMISSIONS			
GRI 3: Material Topics 2021	3-3 Management of material topics	GHG Emissions	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions	-
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions	-
	305-3 Other indirect (Scope 3) GHG emissions	GHG Emissions	-

GRI STANDARD	DISCLOSURE	SECTION	NOTES
WASTE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste	-
	306-2 Management of significant waste-related impacts	Waste	-
	306-3 Waste generated	Waste	-
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	The importance of sustainable sourcing	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-	There currently are no structured processes and/or procedures to screen suppliers according to environmental criteria.

GRI 400 Social Standards Series

GRI STANDARD	DISCLOSURE	SECTION	NOTES
EMPLOYMENT			
GRI 3: Material topics 2021	3-3 Management of material topics	Our people	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our people	-
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material topics 2021	3-3 Management of material topics	Health and safety at work	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and safety management system	Health and safety at work	-
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety at work	-
	403-5 Worker training on occupational health and safety	Health and safety at work	-
	403-6 Promotion of worker health	Health and safety at work	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety at work	-
	403-9 Work-related injuries	Health and safety at work	-
TRAINING AND EDUCATION			
GRI 3: Material topics 2021	3-3 Management of material topics	Training and welfare	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Training and welfare	-
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 3: Material topics 2021	3-3 Management of material topics	Our people	-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our people	-
	405-2 Ratio of basic salary and remuneration of women to men	Our people	-
NON-DISCRIMINATION			
GRI 3: Material topics 2021	3-3 Management of material topics	Our people	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	-	During the reporting period, no episodes of discrimination have emerged.

GRI STANDARD	DISCLOSURE	SECTION	NOTES
SUPPLIER SOCIAL ASSESSMENT			
GRI 3: Material topics 2021	3-3 Management of material topics	The importance of sustainable sourcing	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-	There currently are no structured processes and/or procedures to screen suppliers according to social criteria.
CUSTOMER HEALTH AND SAFETY			
GRI 3: Material topics 2021	3-3 Management of material topics	The continuous quest for product quality	-
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	-	During the reporting period, no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services have emerged.
MARKETING AND LABELING			
GRI 3: Material topics 2021	3-3 Management of material topics	The continuous quest for product quality	-
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	-	During the reporting period, no incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling have emerged.

For further information about this Sustainability Report, please contact:

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