



SUSTAINABILITY REPORT 2023

Molteni & C

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Molteni & C

LETTER TO STAKEHOLDERS

It is with great satisfaction that Molteni&C presents its 2023 Sustainability Report, the result of efforts made to achieve our goals of social responsibility and sustainability. With this document, we make a concrete commitment to tell you in detail what we have done and what we are doing.

**... a long path, with a few obstacles and many challenges, from 1934 to the present day.
... inspired every day and in every detail by a magnificent obsession: quality.**

This is our report of the integration of ESG themes into all business processes, through adherence to the UN 2030 Agenda for Sustainable Development: starting with monitoring of our environmental impacts, via management of our Social Responsibility policies and ending with presentation of our development and governance plans.

For our company, sustainability means, first and foremost, being able to contribute to the growth and well-being of our country, also through the maintenance of production

and our headquarters in Italy, pursuing a constant policy of growth of the workforce, which now totals 691.

Our company's attention to environmental sustainability means we are extremely efficient in monitoring and transparent in communicating all our impacts: from correct management of waste (96% of our total waste is destined for recovery), to attention to emissions into the atmosphere and renewable energy, thanks to which our plants have been able to achieve 65% of the use of self-produced renewable energy.

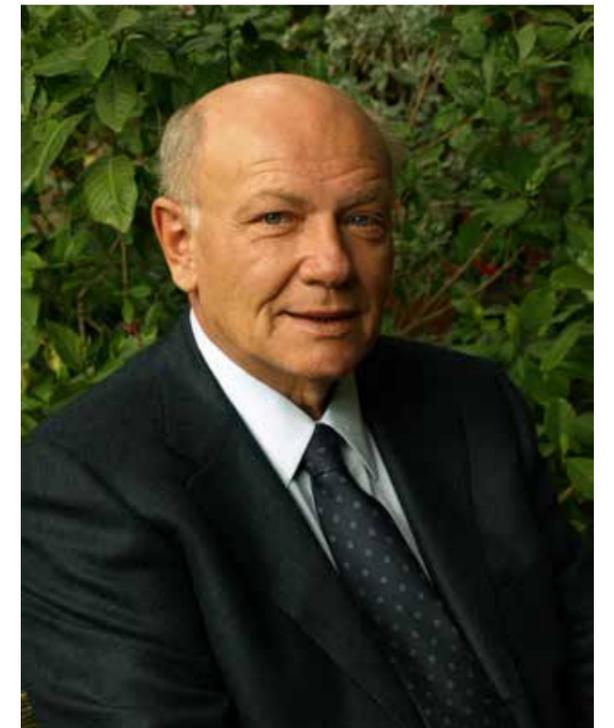
Heartfelt thanks to those who are close to us every day, allowing us to achieve excellent results.

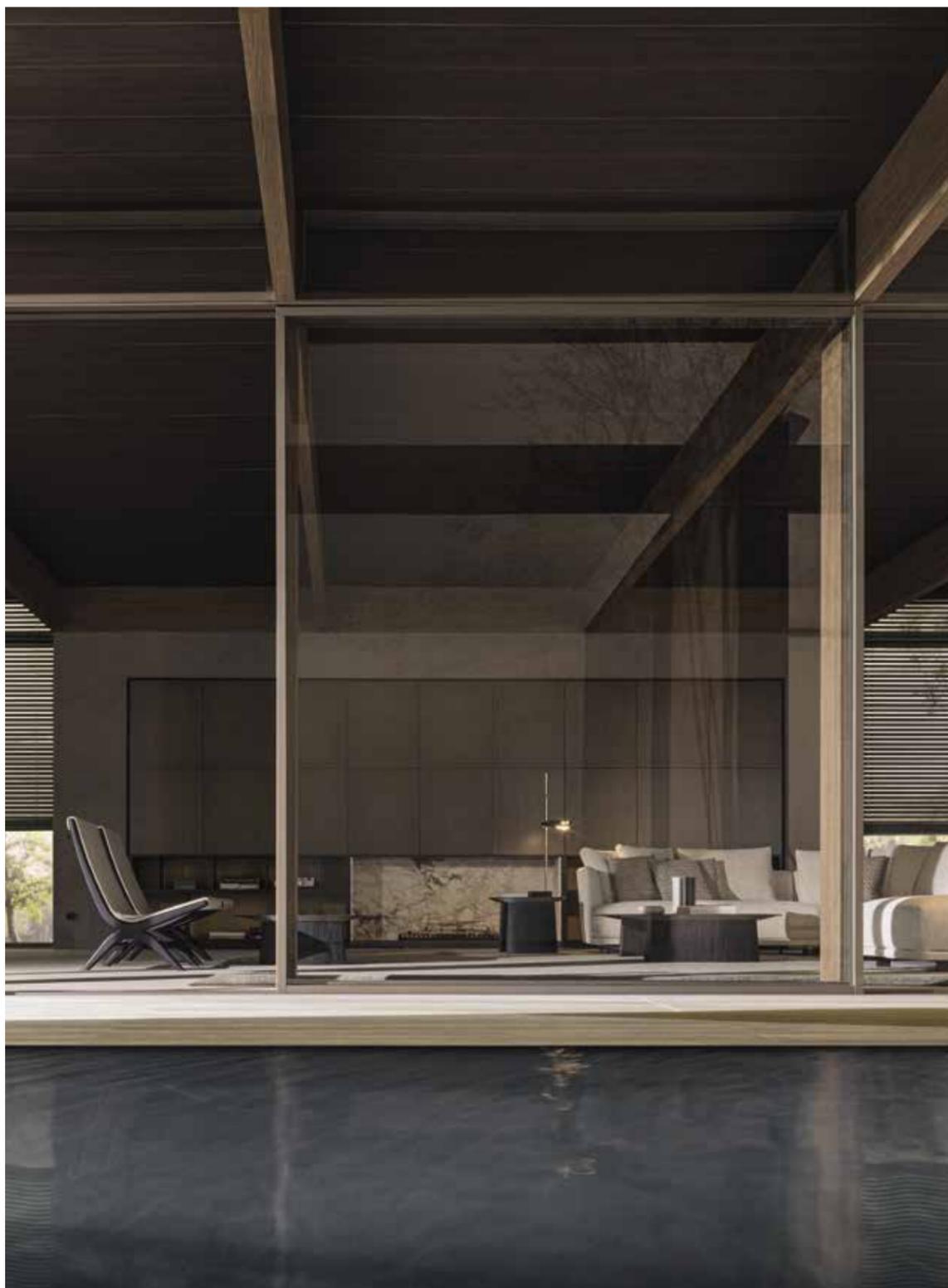
Enjoy.

Carlo Molteni

President & CEO

Molteni Group





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1.

▼ MOLTENIGROUP



1.1 INTRODUCTION TO THE GROUP

Molteni is the leading independent industrial group in the high-end furniture sector with an Italian-made production. As well as the collaboration with the most prestigious international architectural firms and designers, the Group adheres to a constant investment in research and technological innovation, to give its products an intrinsic quality that lasts over time.

It includes three brands, Molteni&C (indoor and outdoor furniture, kitchens and bespoke furnishings), UniFor (workspace solutions) and Citterio (partition walls and office furniture).

The Group has a long history, with Molteni&C founded in 1934 by Angelo and Giuseppina Molteni. Founded as a craftsman's workshop, the company, along with a few others, transformed its DNA in the second half of the 1950s and inaugurated a successful period of industrial design, thanks to its collaboration with international architects and designers, and the strong technological nature of its production. Known for the quality and innovation of its processes and products, it adopted a bespoke approach to every project and opened up to the world of high-end kitchen production, by acquiring Dada in 1979. With international expansion, the integration of kitchens under the Molteni&C brand became strategic. Thus Dada Engineered was born in 2022, a seal of innovation that describes and certifies its care and attention to kitchen design. That same year, Molteni&C also debuted in the outdoor sector, with an extensive proposal coordinated by creative director Vincent Van Duysen.

UniFor's activity in the production of office furniture began in 1969, and developed with a dedication to architecture that enabled it to work with leading design studios to interpret the complexity of workplaces with simple solutions, customised supplies and mass-produced products.

Since 1958, the year it was founded, Citterio has dealt with working environments by developing office furniture to meet the needs of an ever-changing international market. Having always been attentive to the concept of acoustic comfort, Citterio is now a leading manufacturer of high-performance acoustic wall and box systems.



■▼■ **MOLTENIGROUP**

Molteni Group, has been pursuing enhancement of the Gio Ponti archive since 2012 and opened the Molteni Museum designed by Jasper Morrison in 2015. The museum, relocated to the Glass Cube exhibition space within the Molteni Compound and entirely redesigned by Ron Gilad in 2021, is associated with Museimpresa, which stands for excellence in the sector. In 2022 was now at the centre of a further expansion project, with the construction of Molteni Pavilion designed by Vincent Van Duysen: a multifunctional building with modernist inspiration, designed for the new needs of smart working, a place to work and pass through, with a lounge area dedicated to hospitality.

The Molteni Group is present in more than 100 countries around the world, with 700 stores, 100 single-brand Flagship Stores representing the Molteni philosophy, 1140 employees, 5 production sites, and 12 sales outlets in 5 continents.

Molteni&C

Molteni&C began as an artisan workshop in 1934 in the municipality of Gussano, in the heart of the Northern-Italy design district, under the lead of entrepreneur Angelo Molteni.

Over the years the company has grown from a family-run workshop to global leader in the design sector. Renowned for its refined contemporary aesthetics and impeccable workmanship, the vision of Molteni&C is marked by an innovative approach to product research and development.

Its collections and customised solutions, which include home furniture, systems, wardrobes, and kitchens, are designed by some of the world's most prestigious designers, using the most advanced technologies.

Every Molteni&C product – from timeless furniture for the home to contract projects – can be recognised through its innate, understated elegance and unparalleled quality, thanks to nearly century-old obsession with attention to detail.

“By crafting moments that empower people’s best self, we inspire to move forward the culture of quality living.”



UniFor

Production culture, internationalism and the centrality of the project are the basic concepts on which UniFor's strategic design is based. Since its incorporation in 1969, the company's primary counterpart has always been the designer: the one who designs the buildings, products, environments containing them and their use. This profound relationship of collaboration accompanies each phase of the design and production process on a daily basis and, in a constant dialogue, translates into furniture systems, both standard and customised, conceived to interpret the complexity of workplaces with simple solutions.

For UniFor, each project stems from the specifics of a building and well-defined typology: the work space, but also that of institutions and collective buildings for research, study, and culture. Experience gained over more than fifty years in interpreting and translating the wishes of architects and clients. The result of this constant dialogue are projects such as the IBM international headquarters built in the 1970s and 1980s, Fondation Cartier (Paris, 1994), New York Times HQ (New York, 2007), the New Parliament of Malta (Valletta, 2015), Qatar National Library (Doha, 2018), HSBC headquarters (Hong Kong, 2021) and Luxottica headquarters (Milan, New York, 2022).

The product is born from the design: almost never the result of abstract reasoning about forms, but the outcome of a vision of space that translates new approaches to the use, and individual and collective behaviour. An array of products recognised by international awards (ADI Compasso D'Oro, IF Design).

UniFor is open to the world, and is present in the major international markets with 16 operational branches and 12 showrooms, guaranteeing essential local operations on large and highly complex projects. Together with Molteni&C and Citterio, UniFor is part of the Molteni Group, a leading player in the international high-end furniture industry with a nearly ninety-year family tradition. The strong synergy between the brands allows the Molteni Group to work on various projects of different scales. From large cruise ships to modern residential complexes, from the hospitality sector to workplaces, Molteni Group takes up the challenge of design and production by practising virtuous environmental, economic and social sustainability policies.



CITTERIO

Citterio was founded in the early 1960s based on the experience of skilled craftsmen such as the Citterio brothers. Initially, their range concentrated on the home sector, where furniture and products with innovative designs were offered to satisfy a clientele attentive not only to form and function, but with a taste for possessing a piece of furniture of the highest quality and perfect in every detail.

Through the advent of new technologies related to aluminium processing, a light and malleable material, products specifically designed for the office sector came to light, such as 'Interparete', the ancestor of all modern equipped partitions, which were soon joined by desks and tables for workspaces.

In this emerging sector, Citterio quickly positioned itself as the Italian leader in the 1970s, and then European leader in the 1980s, carrying out numerous prestigious workplace projects in Italy and Europe for companies, banks, insurance companies, engineering firms, museums and public institutions.

Nowadays, Citterio is a solid industrial entity where several dedicated teams identify, design, propose, produce and install highly functional work environments on a daily basis without ever underestimating the aspects of comfort and pleasantness of those who work in them.



1.2 HIGHLIGHTS

Molteni&C | UniFor | CITTERIO

The Group

3 Companies
MOLTENI&C UNIFOR CITTERIO

5 Production sites in Italy

1 Contract production site

12 Commercial branches

In the world

Present in more than **100** countries around the world

Total revenues **480** Mil €

2% Of turnover invested in R&D

People **1.140**

1.014 In Italy

126 Abroad

■▼■ **MOLTENIGROUP**

1.3 THE PILLARS

Quality



Molteni&C has made the continuous pursuit of quality one of its pillars, maintaining sophisticated craftsmanship in the knowledge of refined materials, care for finishes and product customisation.

Technological research is the ground on which the Group has always rested, in continuous experimentation of innovative solutions.

Durability



Molteni&C pursues a sustainable approach in manufacturing its furniture. The products are designed to last, with a low impact on waste production, thanks also to their easy disassembly. Wood from FSC-certified plantations is used, as well as recyclable, renewable and biodegradable materials.

Innovation



Technological innovation, research, exploration of new types of sustainable materials suitable for the changes taking place in the home and public spaces.

Today, Molteni&C is an example of entrepreneurial excellence, as well as being among the few to guarantee a full production cycle.

Tradition

100%
MADE
IN
ITALY

Since 1934, the year Molteni&C was founded by Angelo and Giuseppina Molteni, quality has been the common thread for three generations, and has driven the development of a Group that is now a world leader in the furniture and design sector, a standard-bearer of Made in Italy products in over 100 countries and still lead by the Molteni family.

Design



Intense collaboration with some of the most prestigious Italian and international designers has made the Molteni Group a pioneer in the field of design. To name but a few: Gio Ponti, Renzo Piano, Aldo Rossi, Luca Meda, Afra and Tobia Scarpa, Jean Nouvel, Alvaro Siza, Foster+Partners, Pierluigi Cerri, Michele De Lucchi, Rodolfo Dordoni, Angelo Mangiarotti, Patricia Urquiola, Ron Gilad, and the current artistic director of Molteni&C Vincent Van Duysen.

1.4 INTERNATIONAL AWARDS



1.5 MOLteni COMPOUND

Molteni&C has always pursued a desire to interact with the local area, promoting design culture both nationally and internationally. It does so tangibly through its Compound, a space that encompasses the various souls of the Group: the one dedicated to production, the one dedicated to culture and the one dedicated to welcoming guests. The space bears witness to the passage of time and the great names in Italian and international architecture and design.





The Molteni Museum was opened in the Giussano compound in 2015 to celebrate the 80th anniversary of the Molteni Group, with the aim of showcasing the company's identity and values, narrating the extraordinary stories of the men and women who invented, produced and built iconic objects.

In 2021, it got a new venue – the 'Glass Cube' – on the Giussano Compound ground, and a new layout completely redesigned by Ron Gilad. A space dedicated to the history of the company – products, prototypes, stories and images – told with an eye on the present and the future by means of an accurate programme of initiatives. Open to the public, it is part of Museimpresa.

Molteni Compound houses the Molteni Pavilion, designed by Vincent Van Duysen. A multifunctional building which, in addition to the reception area for welcoming guests and visitors, includes a hospitality area with a multifunctional room for smart working .

QallaM is a dynamic, changing space, a place of vision and interaction for those who share the values inherent in the project culture.

With an innovative multimedia system, it presents an extensive catalogue of films and videos on designers, architects and technologies related to the search for perfect quality.

QAllaM, which plays with a perspective enlargement of the leg of the Diamond table, represents the theme of Quality.

It was designed in 2006 by Patricia Urquiola and received Honorable Mention at the XXIII Compasso d'Oro ADI Awards and the ADI/President of the Republic of Italy National Innovation Award.

The Molteni&C and Unifor archives are places to research, preserve and study the cultural heritage of Molteni Group.



Molteni Pavilion,
Molteni Compound, Giussano



Molteni Museum,
Molteni Compound, Giussano

1.6 INDUSTRY ASSOCIATIONS



FEDERLEGNO

FederlegnoArredo is the Italian federation of wood, cork, furniture and furnishing industries. It represents the Italian wood-furniture sector in all elements of its supply chain, from raw material to finished product, in Italy and abroad.



INDICAM

Indicam protects intellectual property by fighting counterfeiting and protecting intellectual property rights, connecting industry and law, institutions and consumers.



ASSOLOMBARDA

Assolombarda is an association of industrialists from the Metropolitan City of Milan and the provinces of Lodi, Monza and Brianza and Pavia.



AIDAF

Aidaf is the Italian association of family-run businesses.



ADI

ADI is the Association for Industrial Design, an Italian design association active since 1956.



MUSEIMPRESA

Museimpresa is the Italian Association of Business Archives and Museums, which brings together museums and archives of large, medium and small Italian enterprises.



DURINI DESIGN DISTRICT

Durini Design District is an associational initiative that aims to confer participatory value by enhancing industrial excellence.

MOLTENI GROUP FOR SOCIAL ISSUES



FONDAZIONE THEODORA ONLUS

Theodora Onlus Foundation: Since 1995, the Doctor Dreams of Theodora Onlus Foundation have been helping children in hospital by listening, playing and smiling.



FONDAZIONE IEO-MONZINO ETS

This directly supports research by the European Institute of Oncology and the Monzino Cardiology Centre.



FONDAZIONE TOGETHER TO GO (TOG)

A non-profit organisation that provides specialised care and support to children and adolescents suffering from neurological diseases. Its Milan-based headquarters are a cutting-edge technological centre that offers the best possible care to those who need it most.



FONDAZIONE MONZA E BRIANZA PER IL BAMBINO E LA SUA MAMMA

Fondazione Monza e Brianza per il Bambino e la sua Mamma (MBBM) - Onlus directly manages the Paediatric Clinic, Obstetrics Clinic and Neonatology within the S. Gerardo Hospital in Monza.



FONDAZIONE UMBERTO VERONESI

Fondazione Umberto Veronesi supports scientific research through the provision of research grants and engages in scientific outreach.



PIZZAUT

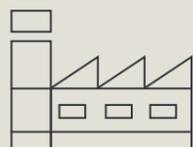
Through its restaurants, PizzAut Onlus has created a space of social inclusion where people with autism obtain training and work, with the opportunity to express themselves and actively participate in society.



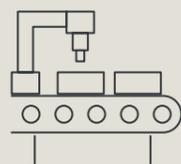
2.

MOLTENI&C

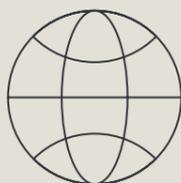
2.1 HIGHLIGHTS



4 Production plants

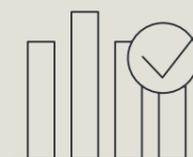


17 Production lines

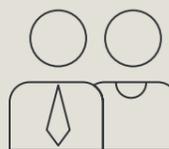


Present in more than **100** countries around the world

Molteni&C



Total revenues **319** mil €



691 People



3.

A SUSTAINABLE COMMITMENT



3.1 ESG

The acronym ESG – Environmental, Social, and Governance – represents the fundamental dimensions that help check, measure, control and support a company's sustainability journey.

For Molteni&C, this translates into a concrete commitment to pursue responsible policies that drive the operating standards by which the company abides.

Care for the environment

For Molteni&C, the issue of sustainability is of paramount importance. It is a responsibility to be addressed at each stage of the project and its implementation.

Process optimisation, achieved through major investments and intensive research and experimentation, aims to reduce energy consumption, minimise waste and empower all actors involved in the supply chain.

Production sites thus become the place where research and experimentation are ultimately fulfilled, with innovative manufacturing processes, great customisation capacity and respect for the environment.

A community inside and out

The indissoluble bond between the company and surrounding area is shaped by the Molteni family's origins, rooted in the town of Giusano for generations. They are credited with creating a community of people within the Compound rather than a mere 'company', in which respect for the past and a vision of the future coexist with the right balance.

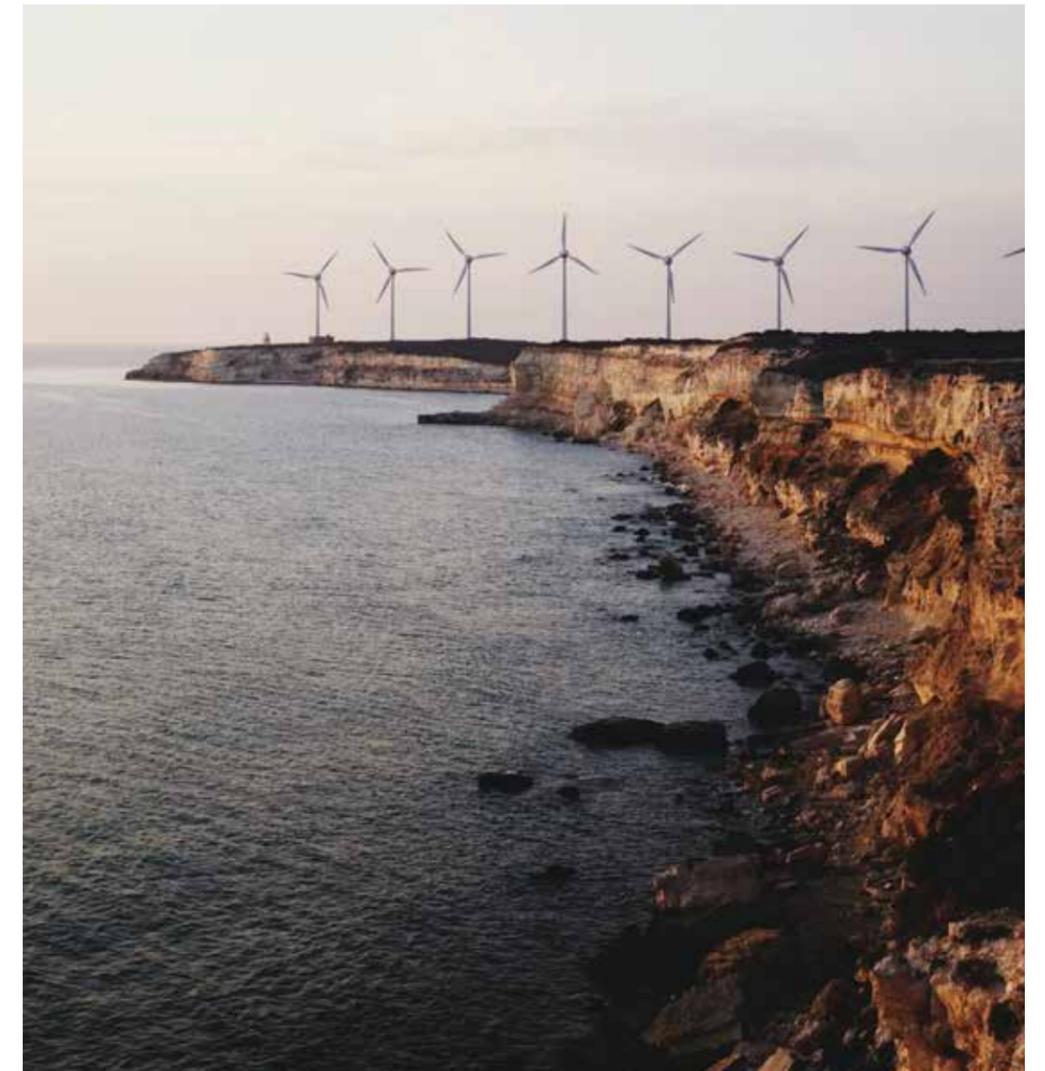
Molteni's focus on people is therefore part of the company's DNA: it is individual skills, creativity and positivity that drive its success.

The implementation of the company's activities cannot therefore be separated from the professional and individual development of each person. This is why Molteni&C strives to ensure that everyone works consistently, transparently and responsibly, giving priority to teamwork.

Governance

Sustainability is reflected above all in the way business is conducted, the contribution made to society as a whole and the fulfilment of commitments.

The aim is to pursue a development model capable of creating lasting value, where the goal is but one: continuous improvement.

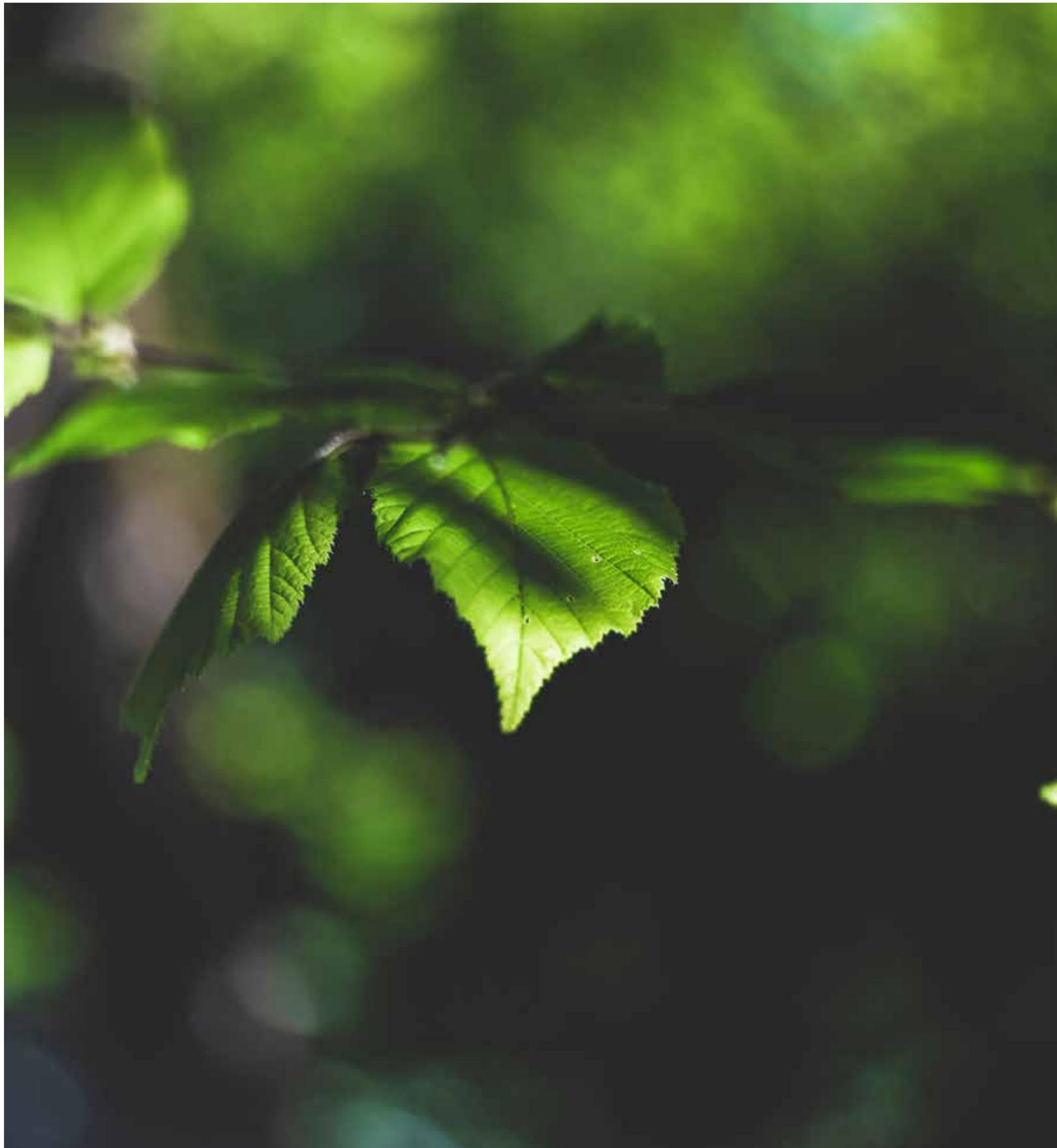


3.2 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Molteni&C has recently implemented a preliminary assessment to identify, among the Sustainable Development Goals from the 2030 UN agenda, the most relevant for both the Organization and its Stakeholders.

Through its actions and future implementations plans, Molteni&C is committed to meeting 8 primary goals.





4.

CARE FOR THE ENVIRONMENT



4.1 SUSTAINABLE DESIGN

From design to material selection, from suppliers to the implementation of production processes, the entire product realization cycle at Molteni&C follows principles of commitment and attention to the environment. The correct balance between technological progress and the preservation of natural resources is increasingly recognized as a crucial element for development in every sector of human activity, particularly in the construction industry and related living systems.



Golden Gate table, design Vincent Van Duysen, Molteni&COutdoor. Vitreous inserts of the lava stone, used for the oven-baked enameling of the surfaces, come from the crushing of recycled glass from TV and PC monitors.

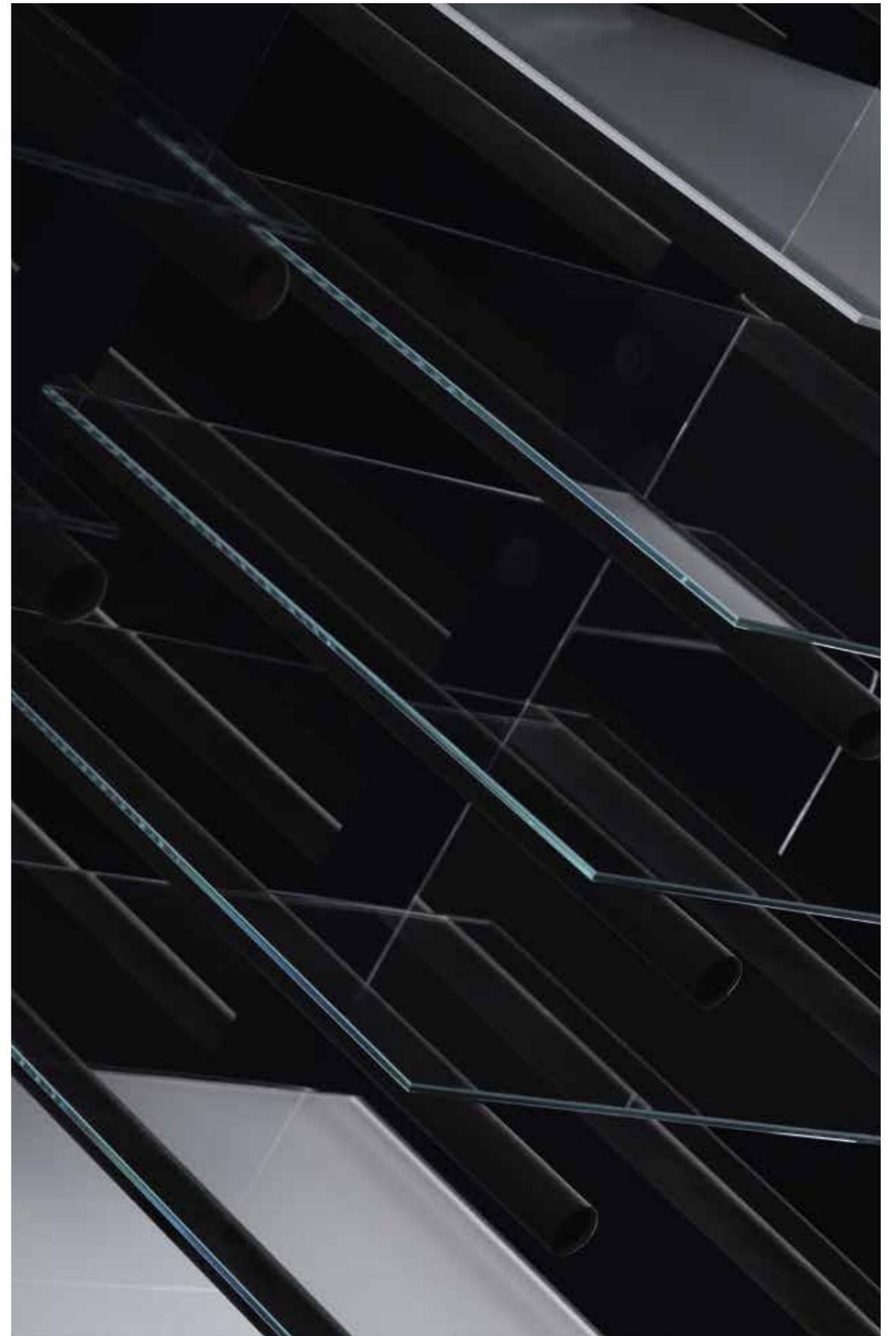
4.2 MATERIALS PROCUREMENT

Materials are carefully chosen, favouring those that are natural, have good durability and guarantee traceable, certified sources. It is extremely important for Molteni&C to rely only on suppliers that guarantee state-of-the-art production, as well as a supply chain that respects resources and people.

With our in-house R&D and collaboration with leading designers, the design is conceived to facilitate disassembly of the components so that they can be recycled and reused. Through technology applied to the world of recycling, raw materials can be used and reused, without ever decreasing in quality.

All components can therefore be properly disposed of: aluminium, iron, steel, plastic, glass, natural stones, lighting fixtures, etc. In some cases, thanks to a circular economy process, they can be put back on the market. The type of materials is already carefully considered in the design stage, avoiding materials that cannot be recycled or those that come from polluting production cycles.

The wood-based materials that are the core element of Molteni&C's production, are FSC certified, an internationally recognized forest certification scheme.





The certification aims at proper forest management and traceability of derived products. The FSC logo guarantees that the product has been made with raw materials sourced from forests managed according to the principles of the two main standards: forest management and chain of custody.

Wooden panels also play an important role for the environment. As major reservoirs of CO₂, they help combat climate change and thus have a positive impact on future generations.

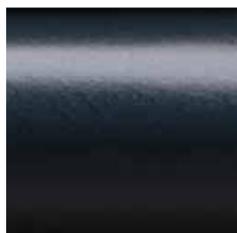
Commitment and innovation also result in new research on leather processing, using plant-based tanning, i.e. using natural, chrome-free dyes.

Other core aspects such as ensuring the safety of workers, healthy working environments and savings in electricity and heat consumption are at the heart of the process.

For example, efficient suction systems extract all the sawdust due to processing, which is fed into the company's thermal power station to create energy and clean heat. In 2023, the renewable energy produced comes from combustion of over 2 million kg of sawdust.

4.3 PRODUCTS: SUSTAINABLE COLLECTIONS

Ecological tanning



Utopia leather

This extraordinarily beautiful leather with the fine structure of hide is the result of Avotan ecological tanning. Using olive vegetative water as a natural tanning agent, this process gives a 94% biodegradable leather that is free from metal and chromium, with a significant reduction in CO2 emissions. With use, Utopia acquires a sophisticated patina, giving the product a timelessly elegant, highly exclusive feel, perfectly in line with Molteni&C's distinctive style. The environmental advantages are obvious: a 40% reduction in wastewater COD and 30% energy saved in the tanning and purification process.

Renewable resources



Polimex®

Designed and patented by Superevo, this technology guarantees unprecedented lightness, speed, versatility, and environmental sustainability for luxury and design upholstered products. This material is derived from renewable sources and has a low environmental impact during its production process.

The unique features of Polimex include up to 70% less weight, ensuring greater ease of handling and unprecedented freedom of design. Its transparency and traceability are guaranteed by blockchain technology by Superevo, which meticulously tracks the product's life cycle, ensuring origin and uniqueness with integrated electronic certification. In addition, it is eco-sustainable over the product's entire life cycle, has certified reduced environmental impact (LCA) and is ready for eco-design. Its production process uses up to 50% recycled materials that have 100% end-of-life renewability, in this way guaranteeing 75% energy savings in terms of CO2.

With class 1-M fire rating, Polimex is an ecological and sustainable alternative to traditional padding materials.

Biodegradable



New eco-friendly cushioning

Exclusively for the Paul sofa system, the sustainable cushioning project marks an important step towards the use of more eco-friendly goods. The new fibre is synthetic, made of 100% recycled and biodegradable polyester. Designed to return to nature, it is a holistic and sustainable solution also for product wear and eventual end-of-life.

Recycled



Reflect: the fabric in cooperation with Kvadrat

The fabrics stand out for their softness reminiscent of natural fibres. Reflect offers the same 23 colours in a 100% recycled yarn made from PET bottles. The fabric is made using a process that is much more efficient than that of virgin polyester, as it involves less energy and chemicals, and minimises CO2 emissions. Consequently, Reflect is ideal for those looking for a fabric with a significantly reduced environmental impact.

Durable



Armchair D 154.2: regenerative design

Molteni&C is committed to pursuing regenerative design, which extends the product life cycle, optimises reuse, and enables repair and recycling. Pursuing the concept of quality and design, Molteni&C's philosophy is to create a product that lasts as long as possible and therefore does not constitute waste.

Essential



LessLess table: lightness and resilience

The LessLess table by Jean Nouvel reveals its extreme elegance and simplicity in any environment. Its accessories are inspired by the principles of elementariness and resilience. Thus was created an all-metal table that became a symbol of 1990s minimalism. Clear geometries, fine lines and fine materials make the LessLess table capable of redefining the working environment in a sober, rational and authoritative manner, withstanding the passage of the years.

Natural

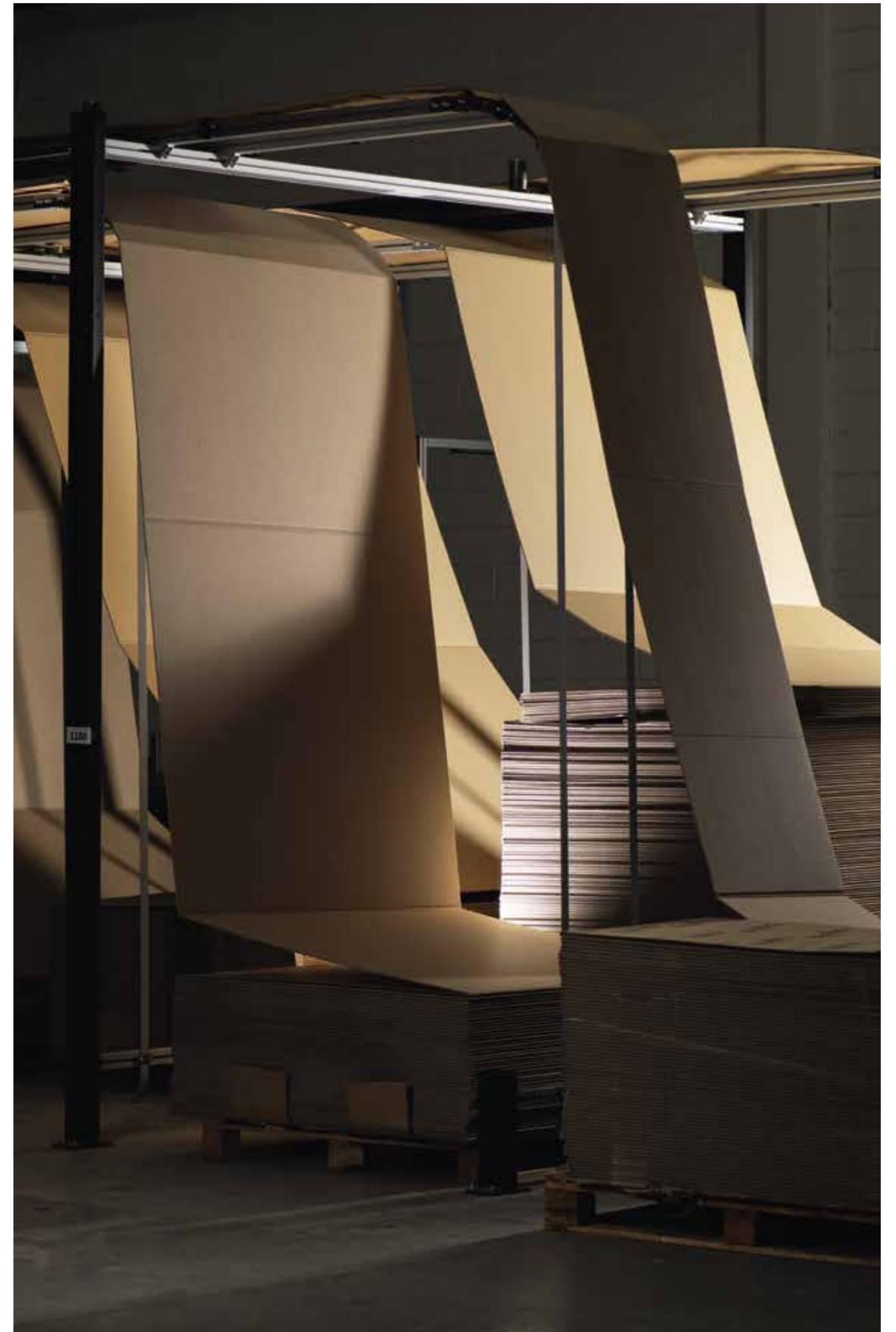


Regent tables: material and reuse

The small Regent tables in the Outdoor Collection, designed by Vincent Van Duysen, are conceived to establish a dialogue with their natural surroundings. The Etna lava rock top is available in anthracite, olive green and desert yellow finishes. The colours of the surfaces are made using recycled glass from discarded TV and PC monitors. By crushing and grinding the glass, the raw material for full-field colouring is obtained.

4.4 PACKAGING

Molteni&C is involved in a project that aims to eliminate of all packaging derived from petroleum products, such as plastic and polystyrene, replacing it with materials of natural origin, mainly derived from cellulose or wood.



Automated product packaging process implemented through a sophisticated system that minimizes waste.

4.5 CERTIFICATIONS

Care for the environment is reflected by compliance with international regulations certifying the origin of raw materials or production processes.

To effectively manage all environmental aspects and pursue continuous improvement, Molteni&C has had **an environmental management system certified according to UNI EN ISO 14001 since 2011.**

By adopting this system, the company is able to:

- maintain legislative compliance;
- monitor and improve environmental performance;
- define roles and responsibilities related to the management of environmental aspects;
- reduce energy and resource consumption;
- respond effectively to emergencies.

In order to maintain certification of its environmental management system, the company undergoes annual third-party inspections to verify compliance with the requirements of the standard.

Molteni&C is also able to design in compliance with the requirements of **LEED®** e **BREEAM®**, the primary systems for assessing and classifying building sustainability. The **LEED®** certification system proposes a holistic approach to building certification, assigning a score to each 'focus' on sustainability. From the use of environmentally friendly products with low environmental impact to the location of the architectural intervention in areas that are comfortable for transport.

FSC® CHAIN OF CUSTODY
(LICENSE CODE FSC-C107140)



ASSOPIUMA
CERTIFICATIONS



CATAS



UNI EN ISO 14001



MED CONFORMITY MARK



UNI EN ISO 9001



4.6 WASTE REDUCTION

The activities carried out by Molteni&C generate hazardous and non-hazardous industrial waste. Waste is managed in accordance with the provisions of the Consolidated Environmental Act, and numerous actions are put in place to improve waste management, such as reducing the volume destined for disposal in favour of material or energy recovery as much as possible.

With regard to the latter aspect and in view of the circular economy, 96% of the total waste was sent for recovery.

At the Giussano and Mesero production sites, new areas have been built in recent years for temporary waste storage.

These areas take the form of environmental islands where it is possible to separate waste very carefully. Waste is also placed in covered and paved areas to prevent any potential contamination of soil or water.

Of the main types of waste produced, non-hazardous waste consists mainly of sawdust, shavings and general residues from wood cutting operations.

Hazardous waste generated by activities at the sites includes paint residues.





4.7 ATMOSPHERIC EMISSIONS

The activities carried out at the Giussano and Mesero production sites generate atmospheric pollution.

With respect to the activities performed, the most significant pollutants are dust from wood cutting and solvents and other organic compounds from painting and gluing.

To prevent any form of pollution, all emission smokestacks are equipped with abatement systems that contain special filtering systems to retain the pollutants, preventing them from being emitted into the atmosphere. The technical characteristics of the abatement systems comply with environmental standards.

Atmospheric emission points are also subject to **periodic analytical checks** to verify compliance with the emission limit values stipulated by current environmental regulations.

In addition to point-source pollutants, the company monitors atmospheric emissions of greenhouse gases (GHG), i.e. gases that contribute to global warming.

CO₂ is one of the main greenhouse gases and is believed to be responsible for 63% of anthropogenic global warming, which is why all GHG contributions to emissions reporting tend to be traced back to a single value of CO₂-equivalent emitted.

To implement improvement actions, Molteni&C conducted an analysis of the CO₂-equivalent emissions produced by the Giussano site over the four-year period 2020-2023. The carbon footprint was quantified according to the GHG protocol, an internationally recognised reporting standard.

Wood processing waste storage,
Molteni Compound, Giussano

The emissions were divided as follows:

SCOPE 1

equivalent CO₂ emissions from methane gas consumption;

SCOPE 2

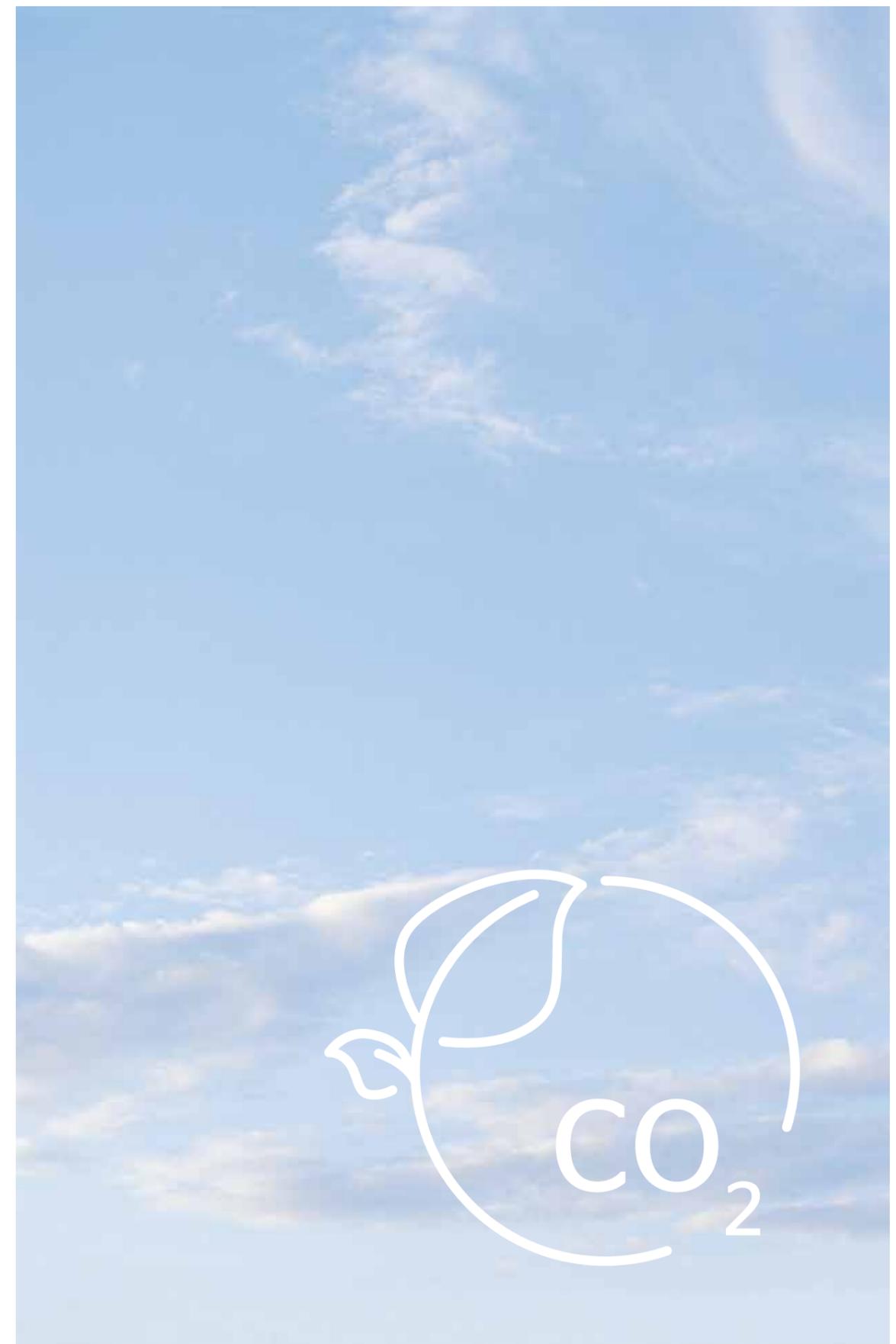
equivalent CO₂ emissions from the consumption of electricity supplied from the grid.

The figure for CO₂ emissions in the year 2023 compared to 2022 shows a reduction of more than 300 tonnes of CO₂ equivalent. The most important contribution to the reduction of CO₂-equivalent emissions is due to the increase in energy supplied through renewable resources.

The data also show improved results thanks to efficient recovery of production waste and technical improvements on boilers. The increase in thermal energy produced by recovery of woodworking waste translates into savings in cubic metres of methane used, which has made it possible to avoid the introduction of 2,186 tonnes of CO₂ into the atmosphere.

To improve the analysis of the carbon footprint of Molteni&C's production sites, the company supplemented the carbon footprint of the Giussano site with a preliminary quantification of SCOPE 3 emissions, taking into account the CO₂ equivalent emissions from the transport of finished products to customers.

The goal for the future is to complete the analysis of SCOPE 3 emissions, integrate the analysis of the company's carbon footprint with emissions at the Mesero site, and quantify the reductions achieved through the self-production of energy from renewable resources and the offsets resulting from the green areas owned by the company.

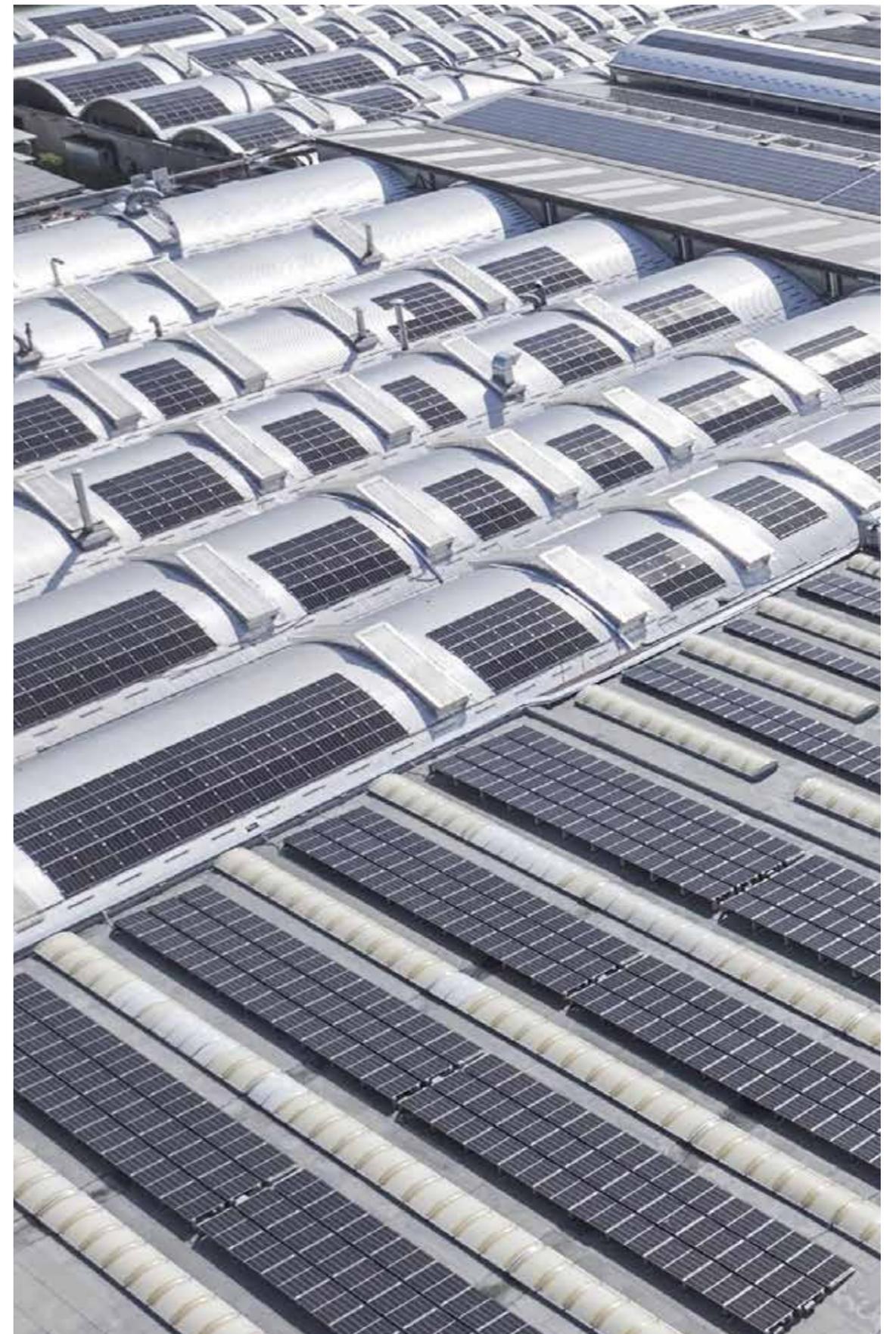


4.8 ENERGY

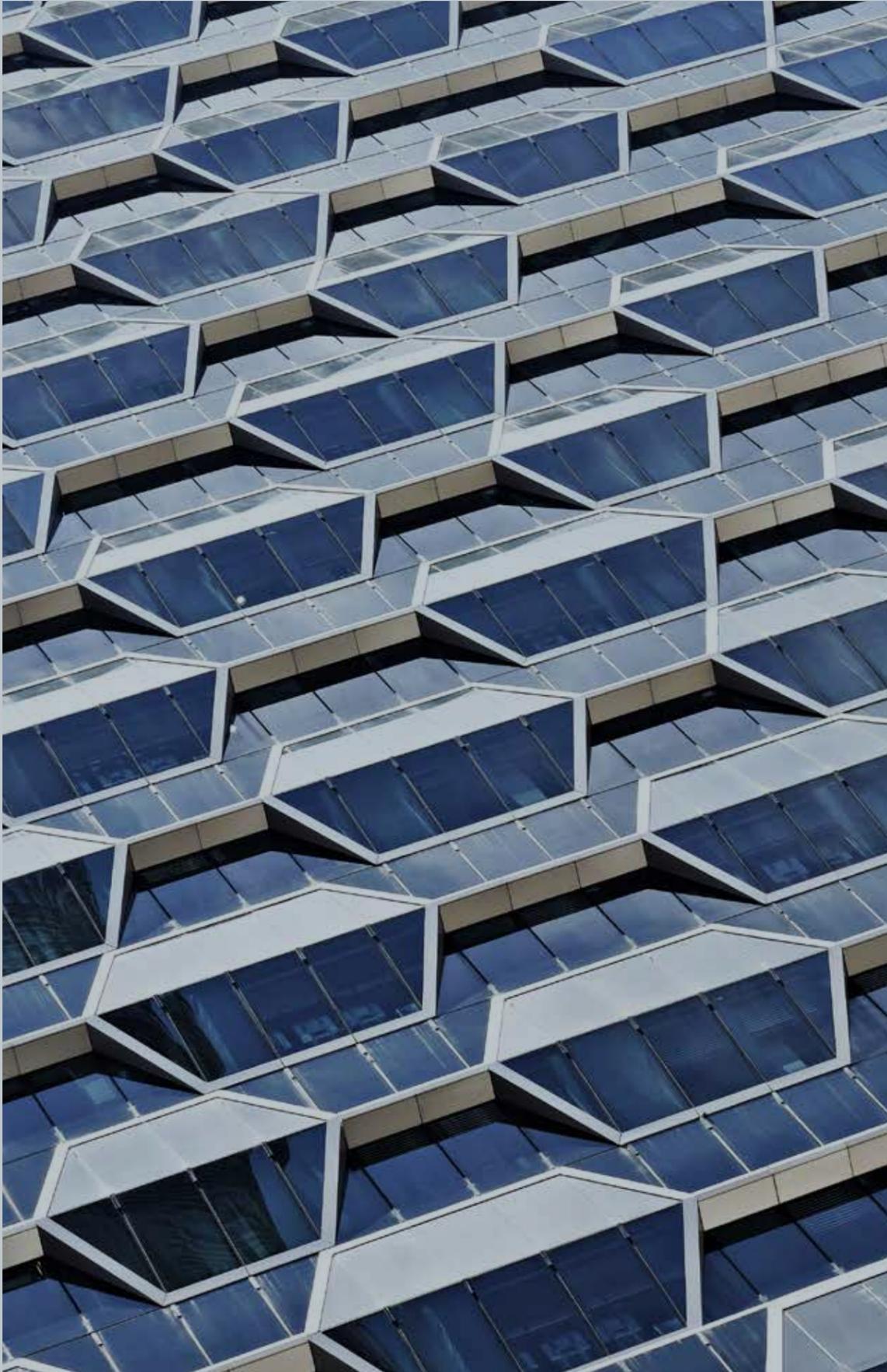
Consistent with the company's policy of containing and rationalising energy consumption, the Verano and Giussano sites have been equipped with photovoltaic systems situated on the roofs. The energy produced contributes to supporting the energy demand of the factory and offices.

In 2023, work finished on **the photovoltaic system** at our **Giussano site**. This plant has a peak potential of 3.12 MW and provides 65% of the company's energy needs, **avoiding emission into the atmosphere of more than 1,400 tonnes of CO₂ equivalent**, which would otherwise be produced using energy from fossil sources. In 2023, we purchased 10% less energy from the grid than in 2022.

Molteni&C has been monitoring energy and natural gas consumption for several years now. Monitoring is essential for planning improvements aimed at reducing consumption. The following shows the trend of electricity and natural gas consumption considering Giussano and Mesero production sites.



Photovoltaic system,
Molteni Compound, Giussano



Electricity

In 2020 Molteni&C signed a contract with its supplier to ensure that 50% of the electricity purchased for the Giussano and Mesero sites comes from renewable resources

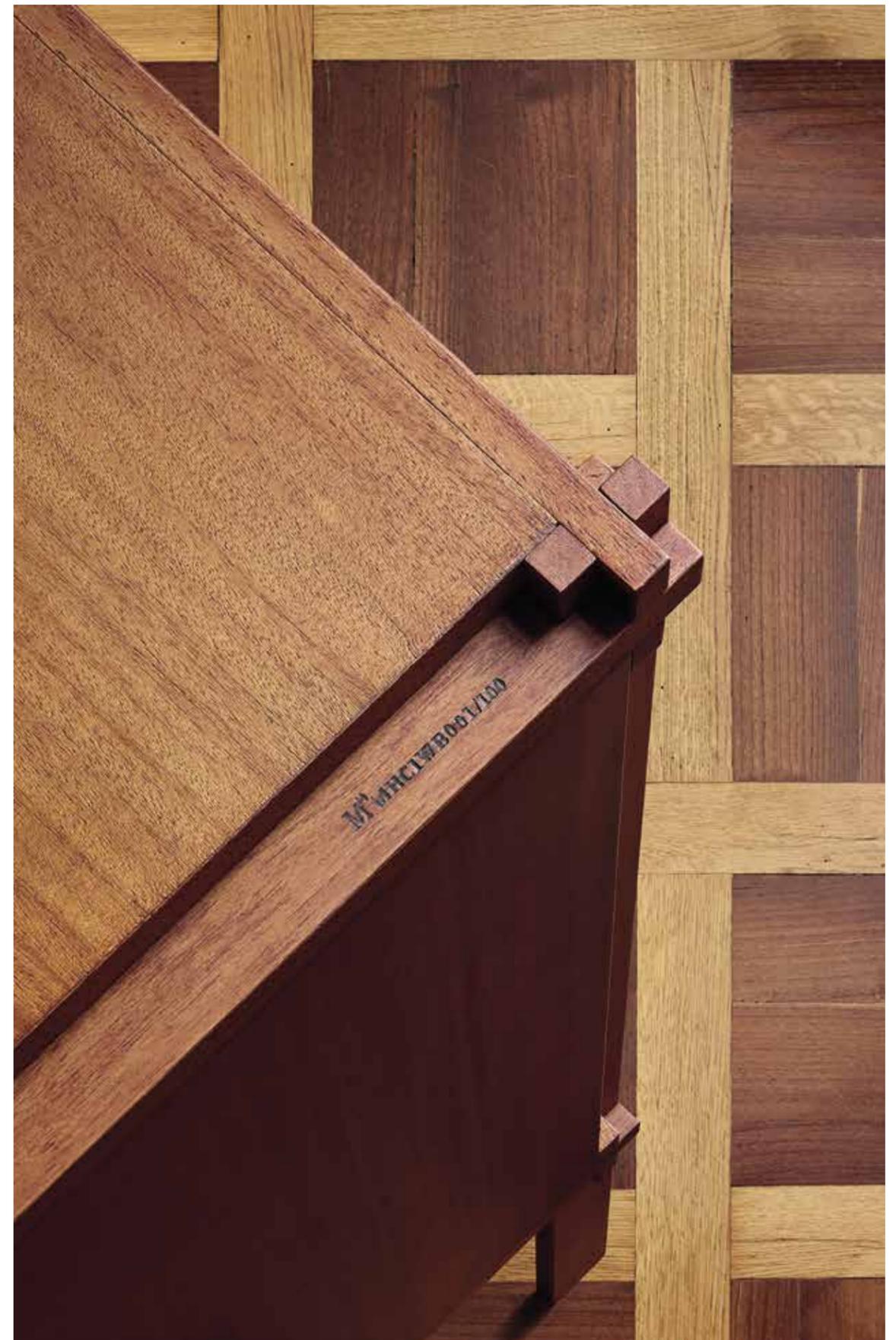
4.9 PRODUCT LIFE CYCLE ANALYSIS

Molteni&C not only considers the environmental impacts associated with its production activities, but also strives to quantify and manage the organisation's upstream and downstream impacts.

In a **Life Cycle Perspective**, the company has quantified the volumes of incoming raw materials and the impacts resulting from their transport. The transport of finished products in terms of CO₂ eq. emitted was also considered, as well as the average lifespan and ease of disassembly and recycling of products at the end of life.

The study resulted in an objective database for planning improvement actions and increasing internal awareness of the organisation's environmental impacts.

A further aim of the company is to focus on the **environmental performance of each product** already in the design stage, which is why evaluation sheets will be developed in which **component materials, lifetime impacts and end-of-life recyclability will be considered**. These sheets will be filled in directly by the research and development department and will help to identify possible solutions for improvement.



MHC.1 single unit, new edition of the prototype of the first modern piece furniture made by Molteni&C. Chest of drawers designed by Werner Blaser. Molteni&C Heritage Collection



5.

A COMMUNITY INSIDE AND OUTSIDE



A COMMUNITY INSIDE AND OUTSIDE

The inseparable bond between the company and the surrounding area is written in history and has been solid since 1934 in the municipality of Giussano. A community of people rather than just a company: this is how respect for the past and vision for the future coexist with the right balance.

The company staff amounts to **691 people**, a constant increase compared to previous years.

The **stability** offered by the company is evidenced by the strong presence of open-ended contracts, which account for almost **98% of the total**.

The company show commitment to corporate policies based on equal opportunities, diversity and inclusion as added value for corporate growth. In this context, Molteni&C is committed to increasing the number of women in the company in the coming years.



1947. Craftsmen and workers of Angelo Molteni furniture-making firm

5.1 CORPORATE WELFARE

The strong connection with the local area is also evidenced by the company's ability to generate jobs in the neighbouring municipalities. Around 70% of the people hired come from the local communities around the company's headquarters, thus balancing the commuting time between home and work.

Molteni&C also provides its employees with a company canteen connected to a series of services and digital tools to plan and manage their diet. Through a dedicated app, employees can view menus and their nutritional characteristics, select dishes and pick up the meal in a few clicks. The menu respects seasonal availability and the correct daily intakes. Family events such as "Family Days" or guided tours to exhibitions where Molteni&C is a partner have also been proposed for families and their children.



5.2 HEALTH & SAFETY

The protection of employees and safety in the workplace are of paramount importance to Molteni&C.

The company has defined a policy to ensure the best possible protection of health, safety in the working environment, and prevention of all potential forms of risk with a view to continuous improvement.

This commitment applies equally to employees and staff of external companies operating at Company sites.

The company wants to minimise accidents at work, which is why the company has formalised numerous procedures to define correct safe working practices for all employees, contractors and third parties.

In accordance with the regulations, the company has developed a specific risk assessment document for each department and production process.

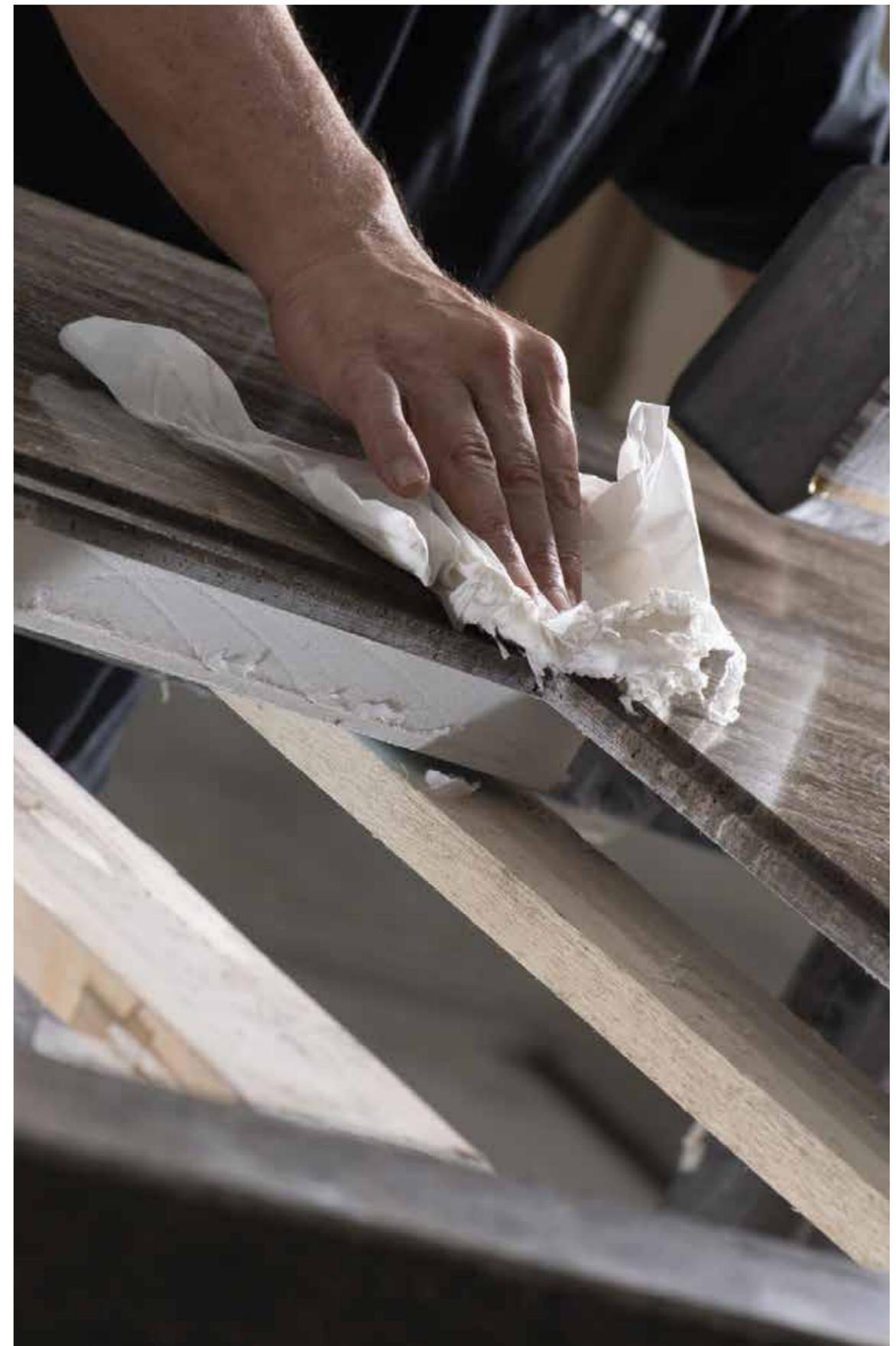
The risk assessment identified the areas and processes that were most critical to workers' health and safety and for which immediate corrective actions were put in place.

The health and safety culture is shared at all levels, thanks to the support of the HSE office and the Risk Prevention and Protection Service Manager.

In recent years, various training and information initiatives related to occupational health and safety have been planned and implemented.

Health surveillance activities were also carried out on a regular basis, consisting of medical examinations and clinical or biological examinations, or targeted diagnostic investigations related to particular risk exposure.

The objective of health surveillance is to safeguard the health of workers and prevent the onset of occupational diseases.





6.

GOVERNANCE

GOVERNANCE

The **Code of Ethics and Corporate Policies** represent two pillars of Molteni&C's corporate governance system. They regulate the Company's decisions and the way it and its employees operate towards stakeholders in accordance with the principles of maximum transparency and fairness.

The **Code of Ethics** collects the set of values, principles of behaviour and principles of action recognised by the company. It also regulates and promotes the principles for a correct and loyal relationship with suppliers and customers.

Molteni&C asks its employees to operate according to the principles of professional commitment, respect for people, integrity, loyalty and participation.

The company has also defined the principles of action that govern the activities of all its directors, managers and employees when performing their functions. These principles are expressed with respect for lawfulness, health and safety at work, the environment and the community.

The document also reiterates the principle of **continuous improvement**, which underlies Molteni&C's corporate mission, as well as guiding all sustainability and corporate social responsibility policies.

The Code is also a fundamental and integral part of the **Organisational, Management and Control Model adopted by Molteni&C pursuant to Italian Legislative Decree No. 231/2001**.

In the **Quality and Safety Policy**, the company conveys a strategy of the efforts made to pursue the Company's Mission, namely striving for continuous improvement in all aspects of quality, the environment and workplace safety.

These efforts are:

- accounting for the business environment and stakeholder expectations;
- complying with all applicable national, regional and local laws as well as foreign laws concerning the countries where the furniture is supplied;
- maintaining close collaborative contacts with designers for the development of new products that consider aspects such as design, materials, finishes, ergonomics, functionality, and are compliant with safety and environmental aspects;
- using qualified and reliable subcontractors and sub-suppliers, involving them in the search for more reliable and innovative products and services;
- sourcing source raw materials to ensure that furniture is solid, strong, durable, non-toxic, environmentally friendly, and has a life cycle in line with industry standards;
- improving the brand image to maintain success in the high-end furniture market;
- promoting activities aimed at continuous improvement;
- adopting the best available technologies that are economically accessible to prevent and minimise environmental impacts by committing ourselves to continuously improving the efficiency of said technologies;
- prioritising preventive actions with regard to pollution instead of abating pollution after activities, and to prevent possible emergencies;
- minimising the consumption of energy resources by saving, recovering and utilising wood waste as an energy source;
- improving the nature of atmospheric emissions through continuous research into product coverings with lower environmental impact;
- performing business risk analysis to assess, communicate, eliminate and/or reduce risks associated with activities;
- preventing at the source any risks to the health and safety of persons working on behalf of the company;
- gradually reducing occupational accidents and illnesses affecting workers.

The **Code of Ethics and Corporate Policies** are periodically reviewed to adapt them to changes, organisational modifications, evolving technologies, legislative regulations, and updates to significant environmental impacts, opportunities and risks related to quality and the environment.

Both documents are duly presented to employees through specific channels such as the company website, the internal portal for internal communication, email and posting on appropriate supports.