



Salone del Mobile.Milano

A Matter of Salone

Press Release

Salone del Mobile.Milano meets
New Delhi and Mumbai

11th February 2026



Salone del Mobile.Milano

India, key market for design: Salone del Mobile.Milano meets New Delhi and Mumbai

The Salone del Mobile.Milano returns to India to strengthen the ties between Made in Italy and an evolving market, focusing on high-end collecting, real estate and hospitality to develop new valuable relationships between companies in the two countries.

In the run-up to **its 64th edition (21st-26th April, Rho Fiera Milano)**, the Salone del Mobile.Milano, a global benchmark for design and furniture, is returning to India to **renew synergies and strengthen ties with a growing market of great interest to Italian companies**. India's presence at the event continues to grow, reaching **tenth place among the 160 countries of origin of visitors**, with over **4,490 professionals** attending. Italy is the **second largest EU country in terms of furniture exports to India** and one of the few to have **a trade surplus** – between January and October 2025, Italian exports far exceeded imports from India – demonstrating the competitiveness of our companies.

Maria Porro, President of Salone del Mobile.Milano, had this to say: *"India's true potential lies not only in the figures we see today, but in the trajectory it is charting. It is a young, rapidly changing country, with stakeholders who display a marked feeling for design, quality, tailor-made solutions and services with a high cultural content. Here, design is not simply perceived as a product, but as a tool for identity, vision and value. As the Salone del Mobile.Milano, we are in India to build long-term relationships, share perspectives and accompany Italian companies on a journey that looks to the future. Being here today means investing in a common future, based on mutual respect, creativity and the ability to interpret change. During the India Art Fair in New Delhi, we are presenting Salone Raritas, a project devoted to collectible design, which naturally dialogues with a society attentive to the symbolic, material and artistic value of objects. In Mumbai, we delved into the heart of major projects to showcase Salone Contract, an experience designed to offer concrete answers to a rapidly expanding sector that requires systemic vision, integrated skills and the ability to operate on a global scale. This is a long-term project, its masterplan entrusted to Rem Koolhaas and David Gianotten of OMA, which interprets Contract not as the sum of individual products, but as a complex ecosystem in which design, industry and services must interact in a structured way. With Salone Contract, we are aiming to accompany companies through a profound transformation of the market, offering tools for interpretation, relationship building and international positioning in an increasingly integrated and competitive scenario."*

H.E. Antonio Bartoli, Italian Ambassador to India and Nepal, said: *"I am delighted to welcome the Salone del Mobile to India, to Delhi and Mumbai, for the second year running. India is already the fourth largest importer of furniture globally. It is also a regular presence, in terms of visitors and exhibitors, at the Salone in Milan. But we can and must do more in a sector that will exceed €50 billion in India by 2029. Furniture and design are the image of our know-how and a lifestyle admired around the world."*

New Delhi. Salone Raritas blends cultures and identities through art, design and materials.

Within the context of **India Art Fair**, one of the leading platforms for contemporary art and creativity in India, the Salone del Mobile.Milano has chosen to present **Salone Raritas. Curated icons, unique objects and outsider pieces, a new curatorial platform** dedicated to unique pieces, limited editions, high craftsmanship and sought-after design, which will debut at the 64th edition of the trade fair with **the aim of connecting the world of collecting with the professional design system**, from architects to interior designers, from developers to hospitality and contract professionals. **Annalisa Rosso, Editorial Director and Cultural Events advisor for the Salone del Mobile**, explained how **Salone Raritas** was conceived as **a meeting place for design, manufacturing excellence and cultural narration**. This

dialogue resonates powerfully with the Indian public, which has always had a keen eye for **materials, craftsmanship and the meaning of objects**: *“Collectible design represents a new area of dialogue between Italy and India. Salone Raritas was created to give voice to a production that combines identity, research, cultural value and new business prospects, bringing unique pieces, limited editions, high craftsmanship and antiques to the Salone del Mobile for the first time. The Indian market, where manufacturing expertise, collecting and a new generation of interlocutors are redefining the value of design, has a natural affinity with this new venture.”*

During the talk **Next Design Perspectives between Milan and New Delhi**, **Andrea Anastasio**, Director of the Italian Cultural Institute in New Delhi, **Greg Foster**, Artistic Director of Jaipur Rugs and the Aspura gallery, and **Gunjan Gupta**, designer and cultural author and one of the most influential figures in contemporary Indian design – moderated by **Annalisa Rosso**, Editorial Director and Cultural Events Advisor of the Salone del Mobile.Milano – shared their thoughts on **the cultural and symbolic value of design**, comparing approaches, sensibilities and practices that originate in different countries and contexts but are now increasingly in dialogue with each other. The discussion highlighted how **collectible design**, at the heart of the **Salone Raritas** project, can be **a tool for storytelling, identity and relationships, capable of connecting different creative worlds through craftsmanship, materials and shared visions**. It was an opportunity to explore the affinities between design practices which, despite starting from distant perspectives, find common ground in research and meaning.

Mumbai. Salone Contract as a meeting ground between Italy and India for major projects

From Delhi to **Mumbai**, a city that symbolises India's economic dynamism, the Salone del Mobile.Milano turned the spotlight **on the contract** sector, an area in which Italy and India increasingly find common ground in terms of **quality, architectural vision and attention to detail**. The aim was **to bring together the expertise of the Salone exhibitors** with the needs of **a rapidly expanding market**, opening up **new prospects for collaboration** at a time when Contract is playing an increasingly strategic role in real estate and hospitality development processes.

Within this context, there was a presentation of the **design and market platform Salone Contract**, due to make its debut in April at the trade fair. It is designed to **interpret the complexity of contemporary Contract** and offer companies **tools for guidance, networking and international positioning**. 2026 will represent a **key phase of construction**, with **opportunities and pathways of in-depth analysis, thematic forums and a structured programme of incoming international professionals**, intended to facilitate the coming together of qualified demand and the Italian production system. A structured, long-term initiative, the **masterplan** for which **has been entrusted to Rem Koolhaas and David Gianotten (OMA)**, which approaches Contract not as a sum of products, but as an integrated ecosystem in which design, industry, services and operating models converge. The **first full edition of Salone Contract** in 2027 will take **the form of a dedicated event**: an evolution that will strengthen the role of the Salone del Mobile.Milano as a cultural and operational infrastructure, capable of reading the transformations of global markets and translating them into concrete opportunities for manufacturing and the design system as a whole.

*“India is undergoing a phase of strong development in real estate and hospitality,” **Andrea Vaiani, Director of Events at the Salone del Mobile.Milano**, emphasised. “It is a context in which increasing attention is being paid to design quality and the ability to integrate different skills, visions and cultures. In this scenario, the Salone del Mobile.Milano is a platform for meeting and collaboration, devised to encourage dialogue between Italian companies, designers and local professionals, and to build lasting relationships in a dynamic and constantly evolving market.”*

The Mumbai event, entitled **Shaping Luxury Spaces: Italian Design for India's Real Estate & Hospitality Market**, opened with institutional greetings from **the Consul General of Italy, Walter Ferrara** and the **Director of the ITA – Italian Trade Agency Office in New Delhi, Antonietta Baccanari**, and continued with a preview of the 64th edition of the Salone del Mobile.Milano and Salone Contract and with the presentation of the report **From Heritage to High-End: Made in Italy Furniture for India's Luxury Projects, curated by ITA Agency** and entrusted to **Ashutosh Pandey, Research Head at Chromatus**. The report provides an **up-to-date snapshot of opportunities for Made in Italy in India's contract segment**: a rapidly growing market, driven by the development of high-end hospitality, luxury residential projects and growing demand for tailor-made solutions.

Antonietta Baccanari, Director of the Trade Promotion Office at the Italian Embassy in New Delhi, commented: *"Italy and India share a solid and constantly evolving relationship in the furniture and design sector. The most recent data show a period of adjustment in trade, confirming the importance of increasingly targeted and structured joint work. To this end, ITA Agency is strengthening its commitment to promoting dialogue between the two production ecosystems, encouraging collaboration initiatives, discussion on sector definitions and shared projects. We aim to support new growth opportunities in the medium to long term through platforms such as the Salone del Mobile.Milano and dedicated programmes, promoting the excellence of Italian-made products and building lasting partnerships based on quality, innovation and mutual trust."*

There was then a panel discussion involving **Anca Florescu Abraham**, interior and landscape designer, Co-Principal of Abraham John Architects; **Federico Fraternali**, designer and co-founder of Tarocollective, a studio operating in Italy and India; **Ekta Parekh**, architect and Founding Partner of reD Architects – Research and Enquiry into Design, a multidisciplinary studio in Mumbai and **Sanjay Puri**, Principal Architect at Sanjay Puri Architects, one of the most award-winning studios in India and internationally. Moderated by **Alessandro Giuliani**, Managing Director of Bocconi Asia and President of the Indo-Italian Chamber of Commerce and Industry, it kicked off a **collective reflection on the role of design as a meeting point between creativity, technical expertise and sustainability**, in line with the vision of **Salone Contract** as a platform dedicated to large-scale projects and complex contemporary living systems. The discussion highlighted the pivotal role of architects and interior designers in shaping new standards for living and hospitality spaces in India. Topics included the **growing focus on sustainability, the centrality of customisation and the value of 'know-how' as a common language between Italy and India**. In this sense, the Salone del Mobile.Milano – and **Salone Contract** in particular – is not only a commercial and service platform, but a genuine cultural infrastructure capable of connecting industry and market.

A bridge between cultures, a long-term vision

The trip to India was testament to the Salone del Mobile.Milano's approach, which is not to export a model, but to build relationships. India is not just a market, but a strategic partner with which a vision of the future based on beauty, innovation and culture can be shared. **A dialogue that is strengthened through initiatives such as Salone Raritas and Salone Contract**, designed to intercept profound transformations and accompany Italian companies in increasingly complex and interconnected international scenarios. As **Maria Porro, President of the Salone del Mobile.Milano**, remarked: *"Being in India means strengthening a shared vision, making the Salone del Mobile.Milano's role as a benchmark platform between the Made in Italy system and a rapidly evolving market increasingly concrete. We are here to initiate qualified dialogues, read the changes taking place and build structured relationships over time. We engage with interlocutors who are looking for design, expertise and vision: elements that the Salone and Italian companies powerfully express. The goal is to create contexts for encounter and development capable of generating real value for the supply chain as a whole."*



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Biographies



Salone del Mobile.Milano

Biographies

Anca Florescu Abraham

Interior & Landscape Designer and Co-Principal at Abraham John Architects

Anca Florescu Abraham is Co-Principal at Abraham John Architects, where she leads the studio's interior and landscape design practice. Her work spans high-end residential, hospitality, and bespoke interior projects, shaped by a deep sensitivity to material, craftsmanship, and spatial experience. Drawing from nature and India's long tradition of making, Anca designs environments where furniture, finishes, light, and architecture come together seamlessly. Her approach values restraint, timelessness, and attention to detail, resulting in spaces that feel refined yet lived-in, elegant yet deeply human. Anca's practice is informed by a strong belief in design as a cultural and social act. She is the co-founder of Bombay Greenway, a not-for-profit urban design and research initiative that reimagines Mumbai's public spaces, and Love Your Parks Mumbai, which advocates for accessible, community-driven open spaces through policy and on-ground action. She also founded the Festival at the Steps, an annual art and community-led event that activates a truly public space in Bandra—one she helped create. Across scales, from interiors to landscapes and civic spaces, Anca's work is guided by a commitment to place, craft, and meaningful everyday experiences.

Andrea Anastasio

Director, Italian Cultural Institute New Delhi

Andrea Anastasio is an Italian artist, born in Rome in 1961. He originally studied Philosophy and specialised in Indology after travelling to India. He moved to India in 1992 to cooperate on projects cataloguing Islamic architecture, researching innovation in traditional craftsmanship techniques, and partnering with architectural practices, publishers and museums. Anastasio is interested in conceptual art and how it can link to industrial design, he has designed furniture, lighting and other household objects for Artemide, Foscarini, Danese, ETAL, Memphis Extra, Design Gallery, Luisa delle Piane. Since beginning of 2000 he works with Galleria Giustini/Stagetti. He is the art director of Gatti ceramics since 2018. He is chiara fama director of the Italian Culture Centre, New Delhi since 2023.

Greg Foster

Artistic Director, Jaipur Rugs and Aspura

Greg Foster is the Artistic Director of Jaipur Rugs, a social enterprise in handmade carpets that has grown to become the largest network of artisans in India, and Aspura, a design gallery for collectible carpets. A well known editor, curator and creative director, he was previously the editor-in-chief of AD India, where he developed a reputation for invigorating the interiors magazine with special projects in craftsmanship and contemporary art. Based in India since 2015, he joined Conde Nast after seven years in Paris where he was an editor with Yaffa Assouline. British-born, he is a graduate of Oxford University, where he read PPE at Christ Church.

Federico Fraternali

Co-Founder - Head of Design, Tarocollective

Federico Fraternali is a Product and Interior Designer with a Master's degree in Design from Politecnico di Milano. He has previously contributed to a Milan-based studio specializing in furniture and interior design. In the residential sector, he has designed prestigious homes in Paris, Venice, London, and Milan. His extensive knowledge of the Indian design landscape is underscored by 10 years of experience in interior, product, and architectural design, working for a vast portfolio of clients like Reliance, Impresario, Arvind, Masaba, House of Things, Manyavar, The Sleep Company, BMW and many more. Formerly serving as the Head of Design at Restore Design, Federico is a recipient of the Designer Dozen and A'Design awards. Currently he is the founder of Tarostudio, a multidisciplinary practice based in Milan, Urbino, and Bangalore, working across restaurants, hotels, exhibitions, retail,

residential, and product design. Its spin-off furniture brand, Tarocollective, focuses on contemporary interpretations of Italian foldable furniture and was part of the 2025 Godrej Design Lab Fellowship. Guided by a philosophy rooted in balance, adaptability, and cultural dialogue, Federico views design as an evolving process—one that responds to context, craftsmanship, and human experience rather than pursuing fixed outcomes.

Alessandro Giuliani

Managing Director, Bocconi Asia & President, Indo-Italian Chamber of Commerce and Industry

After graduating from Bocconi University and a period of research in Luxury Fashion in Paris, started his career in Luxury Marketing with L'Oreal and CT Couture in Paris, and Ermenegildo Zegna in Barcelona and Italy. Founded the first Promotional Company ever in Italy, then the first Financial Marketing company in Italy and India. Extensively traded in textiles between China, India, and Europe, and then promoted a kids luxury fashion brand. A serial entrepreneur, built companies in Italy, Spain, China and India. Acts as President of Italian Chamber of Commerce in India (IICCI) after 6 years as Board Member, sits on the Advisory Board of the SME Chamber of India, and the International Advisory Board of IRM (Institute of Risk Management). Promoted and launched Wonderchef, a joint venture with Sanjeev Kapoor, the Indian celebrity chef. Promoted and launched SDA Bocconi Asia Center and its pan Asian hub. He has been acting as the Managing Director of SDA Bocconi AC, Mumbai since its inception in 2012. Promoted and manages Vaishali S Couture, the only Indian woman designer ever invited to showcase at the Paris Haute Couture, and the Milan Fashion Week.

Gunjan Gupta

Designer and cultural auteur

Gunjan Gupta is a designer and cultural auteur working at the intersection of craft, culture, and contemporary design. She reauthors Indian material traditions into globally relevant collectible works. Through deep collaboration with master craftsmen, Gunjan creates objects of cultural depth, institutional rigor, and enduring value, transforming heritage into modern authorship and collectible narratives for museums and serious collectors. Listed by Phaidon's 'Designed for Life' as one of the world's most influential designers, she is known for her playful approach and blurring the boundaries between art & design. The only Indian Designer to have her works institutionally collected by globally renowned museums like MAD Paris, Museum of Decorative Arts, M+ plus Museum Hongkong and the prestigious Vitra Design Museum in Germany. In 2019 she launched IKKIS, a contemporary Indian homeware brand with a democratic vision that offers unlimited series of finely crafted objects for everyday use to a global audience with a collection of limited-edition series made through equitable collaborations between Gunjan and Indian master craftsmen.

Annalisa Rosso

Editorial Director and Cultural Events Advisor, Salone del Mobile.Milano

Annalisa Rosso is Salone del Mobile.Milano's Editorial Director and Cultural Events Advisor, and Director of The Euroluce International Lighting Forum. Among the projects conceived and developed for Salone, the exhibition "Interiors by David Lynch. A Thinking Room" in Milan, and the performative installation The Orbit's Orbit by Matilde Cassani in Shanghai. Rosso also curated talks with speakers such as Shigeru Ban, Francis Kéré, Hans Ulrich Obrist, and John Pawson. She co-founded Mr.Lawrence, a strategic design consultancy fostering meaningful connections and defining new market perspectives. Key collaborations include B&B Italia, Nemo Group, EMU, Ambientec, ETEL, Four Seasons Milano, DesignSingapore Council, Craft ACT Australia, IRTHI UAE. TEDx speaker and Design Ambassador for the Italian Design Day in Prague, Hong Kong and Copenhagen, she has served on juries and committees including The Design Prize in Milan, Design Parade in Hyères, Designblok in Prague, Collectible in Brussels, Madrid Design Festival, and The Advisory Hive of Società delle Api.

Ekta Parekh

Founder Partner at reD Architects – Research and Enquiry into Design

Ekta Parekh holds an undergraduate degree from KRVI in Mumbai and a Master's Degree from UPENN, Philadelphia, with majors in Theory and Technology. She has worked for a few years in New York City with Renfro Design group, a boutique studio, with an emphasis on Lighting Design. Her experience over the years has traversed varied environments from small-scale design studios to large-scale corporate offices, bringing to the practice a blend of team spirit enriched with a curiosity to question the norm and empathy to give wings to one's dreams! Ekta has a keen interest in academics and has been a studio critique and juror at KRVI and BSSA-2 design schools in Mumbai. She, along with Rajiv Parekh, founded reD in 2004 and now also has 1 more enterprising partner – Maithili Raut. reD's portfolio is diverse, from architectural and interior design projects in the Residential, Commercial, Hospitality, Healthcare and Institutional sectors.

Sanjay Puri

Principal Architect at Sanjay Puri Architects

Sanjay Puri Architects have been ranked No 32 in Archello Amsterdam's list of the Top 100 Architects worldwide. Archdaily, Architizer, New York & WA UK include the firm in their lists of the Top 100 architects in the world. Winning the world building of the year 2024 by World Architects Switzerland, winning the Most Sustainable Architecture Firm of the Year by Architizer New York, winning the Practice of the Year by A&D Perspective Hong Kong. Sanjay Puri Architects have won over 540 awards including 400 international architecture awards. Sanjay has been on the juries of the World Architecture Festival, Plan Awards Italy, Architecture Review Awards UK, Dezeen UK, Architizer New York, INDE Awards, Australia, Inscape Awards South Africa, The Architecture Hunter Awards Canada. The firm's work has been published over 2000 times in over 200 publications across the world. Currently the firm with a team of 108 professionals is involved in over 200 projects in 55 cities. Evolving design solutions that are contextual & sustainable with architecture that explores spatial perceptions of innovative explorations forms the essence of the firm's philosophy.

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Salone Raritas. Curated icons, unique objects and outsider pieces. A new exhibition ecosystem debuts at the Salone del Mobile 2026

Salone Raritas will make its debut at the 64th edition of the fair, with a special selection of less than 25 exhibitors, curated by Annalisa Rosso, with exhibition design by Formafantasma. The aim is to build an appropriate context and a network of relationships and commercial opportunities for unique or rare pieces, bridging the gap between special creative production and the B2B design market.

The countdown is over: Salone Raritas, one of the **most eagerly awaited new developments at the 64th edition of the Salone del Mobile.Milano**, is poised to make its debut in **Pavilion 9** at Rho Fiera Milano, from **21st to 26th April**. For the first time, **unique pieces, limited editions and outsider creations** forsake the traditional collecting circuits for the **beating heart of the B2B market**, in a **direct confrontation with the international design chain** – architects, interior designers, developers, hospitality and contract operators. A curatorial project that brings to light hitherto unexplored territory in the professional trade fair context, turning it into a **living space of meeting, relationship and vision**. Here, the **cultural value of objects** will dialogue with the **scale of major contemporary commissions**, opening up new perspectives on collectible design and its ability to **generate identity in the most ambitious contexts**.

Salone Raritas will not just be a section of the Salone, but a **curatorial atlas**, bringing together around **25** visionary **exhibitors** from all parts of the world. These include the Italian gallery **Nilufar**, a pioneer in the dialogue between contemporary design and pieces by the great masters of the past; **COLLECTIONAL**, an Emirates platform that will bring together limited edition pieces in a special project signed by Sabine Marcelis; Salvati, the historic Murano glassmaker that has entrusted **Draga & Aurel with the task of reinterpreting** glass in a modern key; **Mouromtsev Design Editions**, An emerging UAE company that will present SOFT PARADE, a new Job Smeets collection curated by Maria Cristina Didero, **Mercado Moderno**, a point of reference for tropical modernism and South American collectible design; **Bianco67**, a new generation of high-end Italian craftsmanship that combines marble and new technologies, featuring a collection designed by Parasite 2.0.; **Brun Fine Art**, a gallery with branches in London, Milan and Florence active on the high-end European antiques scene. Different voices, visions and identities that for the first time will come together on a **trade fair platform** designed to **dialogue directly with the international design chain**. A shared story, in which **quality, uniqueness and cultural value** – today **essential assets** – will interlink with the **needs** of the **world of contemporary design**, generating new connections, exchanges and perspectives.

Curated by **Annalisa Rosso, Editorial Director and Cultural Events Advisor of the Salone del Mobile**, the exhibition architecture and mise en scène will be **designed by Formafantasma**, who conceived the Salone Raritas space in the manner of a **large architectural lantern**: a porous landscape affirming its materiality, designed to **enhance the stories** stored within, without overpowering them. The space is designed to **ensure recognisability and rhythm**, while a predefined **colour and material palette** allow for calibrated customisations.

Maria Porro, President of the Salone del Mobile.Milano, had this to say: “*Salone Raritas was born of an awareness that is also a responsibility: to read the evolution of the international market and come up with a response consistent with the identity of the Salone del Mobile.Milano. Our role has always been to anticipate the times: today we do so by opening a new chapter dedicated to authorial design, research and antiques – an extraordinarily fertile territory – which enters into a direct relationship with the professional design system. Salone Raritas will be a curatorial platform with a strong market*

awareness, able to intercept the growing demand for rare and iconic pieces from architects, developers, brands and investors, who today recognise this type of design as a strategic identity and vision-affirming asset. At a time when the professional world is focused on uniqueness, content and quality, Salone Raritas fully interprets the role of the event as an activator of international connections, visions and languages. This project is part of our ongoing history, while constituting a significant openness to new scenarios: for the first time, unique and sought-after pieces, limited editions and high creative craftsmanship are brought fully into the heart of the Salone. Welcoming and respecting these pieces means recognising the value of the kind of design conceived to last over time, which the Salone has always promoted and supported as an authentic expression of design culture. Equally, we are throwing open a new channel of direct dialogue with the B2B and contract worlds, giving shape to a platform designed to meet the needs of a professional audience, alert to the quality, identity and cultural value of projects.”

“On the major contemporary project scene, Salone Raritas intercepts a change of pace: international hospitality, residential and reception real estate development and experiential retail increasingly integrate limited edition works and furnishings as levers of identity and positioning. Bringing collectible design to the Salone means being the first to preside over an evolving field, connecting it for the first time with investors, developers and clients looking for quality, rarity and a coherent narrative as new indicators of value for hotels, residences and public spaces,” said **Annalisa Rosso, Editorial Director and Cultural Events Advisor the Salone del Mobile and curator of Salone Raritas.**

Formafantasma, Andrea Trimarchi and Simone Farresin see the installation as a **critical device** as well as a **functional** one: *“We see Salone Raritas as an invitation to slow down and really take things in – not a museum set but a living space, in which the galleries can breathe without being overpowered by the noise of the fair. We imagined a perimeter-lantern, a luminous sign that would help with orientation, and a modular structure designed for reuse and the creation of an intimate and visually coherent space.”*

Salone Raritas will provide **an immersive and distinctive experience**, in which unique works and limited series **take on interlocutors** who **seldom cross paths on other circuits**, consolidating the Salone del Mobile.Milano’s mission to be not only a commercial platform, but a cultural infrastructure: a place where **rarity** ceases to be the exception to become **a shared design language**.

Where & When

Salone Raritas. Curated icons, unique objects, and outsider pieces

21st-26th April 2026

Pavilion 9. Rho Fiera Milano

Salone Contract



Salone del Mobile.Milano

The Salone del Mobile.Milano presents Salone Contract, an initiative dedicated to the most strategic segment for the development of the supply chain. The project's Masterplan, developed for the inaugural 2027 edition, was devised by Rem Koolhaas and David Gianotten (OMA).

The path towards Salone Contract 2027 is already under way. In April, Rem Koolhaas will invite public reflection on the themes framing the project with a dedicated lecture. The 2026 programme will also include an international forum curated by the Salone del Mobile.Milano in collaboration with OMA, a contract-focused pathway among exhibitors at the 64th edition of the fair, and the participation, by invitation, of selected global industry leaders.

Salone Contract is not conceived as a traditional exhibition set-up, but as a Masterplan: a 360-degree design process that begins with the reading of contexts and extends to the definition of the visitor experience, while strengthening the B2B dimension through the involvement of leading international companies and major global investors. **Salone Contract, Salone del Mobile.Milano new initiative, is designed to intercept the transformation of a high-potential market segment and translate it into concrete opportunities for the manufacturing industry.** This choice marks a further paradigm shift for the Salone: from a product fair to a market-orienting infrastructure, in a context in which the ability to manage complexity has become the primary competitive variable.

The project, entrusted to Rem Koolhaas and David Gianotten of OMA, is conceived as a long-term strategic investment, structured over the time necessary to read and understand the complexity of the contract ecosystem. **The global contract market is currently estimated at around €68 billion and is expected to exceed €110 billion over the next decade** (Source: Global Market Insight Inc.). This growth is not merely quantitative, but structural, driven by the increasing integration of products, technologies and operational models, with direct effects on industrial organisation and business models across the supply chain.

Maria Porro, President of Salone del Mobile.Milano, had this to say: *“Contract is today one of the segments where the most significant transformations are taking place, from an industrial, operational and market perspective. The Salone has chosen to address this challenge through a project that is visionary, yet at the same time strongly structured, capable of offering tools for analysis and orientation within an economic scenario marked by profound complexity. The collaboration with Rem Koolhaas and David Gianotten of OMA, among the most perceptive observers of the present, represents an opportunity to engage with a strong vision combined with a solid methodological approach. We selected OMA not to apply an exhibition model, but to read ongoing phenomena, intercept emerging signals and connect domains that rarely interact with one another, in a contract context in which value increasingly depends on the ability to integrate systems, data and expertise. The objective is to ask the right questions at the moment they matter, and to support the supply chain in building a solid and credible international positioning. In today's contract market, success no longer depends on showing more, but on understanding earlier a demand that is increasingly sophisticated and integrated with services.”*

Rem Koolhaas, Founding Partner of OMA: *“Since the 19th century, world fairs have functioned as experimental grounds where industries project their ambitions, where cultural dialogues are reinvented, and where opportunities for collaboration materialise. Today, Salone Contract presents a contemporary iteration of that typology – an arena for examining its relevance and observe how it adapts within an increasingly unstable geopolitical landscape.”*

David Gianotten, Managing Partner and OMA Architect: *“Contract is a segment that relies less on individual products and more on an established ecosystem – one that aligns the design, production, and delivery of both furniture and architecture to create desirable built environments for the long term. The growing global significance of the contract segment presents opportunities for industry stakeholders to reinvent themselves, considering not only individual objects but integrated systems. OMA is excited to collaborate with the Salone del Mobile.Milano to develop an infrastructure that supports this transformation.”*

Salone Contract 2026: the spin-off ahead of the 2027 exhibition

April 2026 represents a key phase in the critical construction of Salone Contract: a year dedicated to content, forums and international relationships. **During the 64th edition of the Salone del Mobile.Milano, Rem Koolhaas will invite public reflection on the themes framing the project with a dedicated lecture, while the international forum curated by the Salone del Mobile.Milano in collaboration with OMA** will adopt an interdisciplinary approach to investigate the opportunities and risks that are currently redefining Contract across design practice, the design industry and global market transformations.

Within the pavilions of Fiera Milano Rho, a thematic pathway among exhibitors will offer a crosscutting reading of the existing offering and its evolutionary trajectories, connecting production models, design expertise and operational approaches already active in the sector. In parallel, the Salone will activate a structured incoming programme aimed at a selected group of international professionals, with the goal of intercepting qualified demand and testing new models of interaction between supply, demand and market.

Finally, **as of September 2026, Salone Contract will embark on an international road tour across key geographies for large-scale and giga-projects, with events dedicated to in-depth analysis of global scenarios, emerging dynamics and current and future investments.** The objective is to progressively build an informed and profiled international audience ahead of the first edition of the exhibition in 2027.

Salone Contract 2027: the point of convergence

As part of the roadmap developed with OMA, Salone Contract 2027 will explore the latent opportunities in the contract sector. **The outcome will be a structured exhibition featuring selected companies representing contract excellence in terms of design quality, industrial capacity and operational reliability.** It will not only be a generalist, all-round showcase, but will also aim to deliver a coherent and credible vision of contemporary contract. **For companies, Salone Contract 2027 will represent an opportunity for qualified positioning,** based on the relevance of relationships and the quality of international demand. **For professionals, the exhibition is conceived as a tool for selection, comparison and orientation, capable of cutting decision-making time and risk in a market characterised by high complexity.** A first edition of the **Salone Contract Forum** is also planned, curated by the Salone del Mobile.Milano together with OMA, with three days of presentations involving leading industry players and a B2B agenda of meetings with international professionals. For the realisation of Salone Contract 2027, the Salone del Mobile.Milano will collaborate with **Federico Pompignoli – PMP Architecture** as its local partner.

Contract: facts & figures

Size and geographies of a market in transition

Contract furnishing in Europe represents a market with production exceeding €13.5 billion and consumption of approximately €11 billion. Over the past two years, the segment has outperformed the wider furnishing sector, confirming its structural resilience even within a complex macroeconomic scenario. **Contract production remains largely concentrated in Europe, while less than 20 per cent of output is destined for extra-European projects, primarily in North America, the Middle East and Asia-Pacific.** The United Kingdom, Italy, Germany, Poland and Sweden together account for more than 60 per cent of total European production, confirming Europe's role as a global manufacturing and design hub (Source: *The Contract Furniture and Furnishings Market in Europe Report, CSIL*).

Key segments

Among the main drivers of the post-pandemic contract market, several sectors stand out – particularly those with a high level of design content and strong demand for customization. Alongside the **office segment**, which remains the largest by volume, solid performance is also seen in high-end accommodation and in the **education, healthcare, and marine sectors.** These latter three segments have shown steady growth between 2018 and 2024, driven by a continuously rising demand for bespoke solutions. The marine sector, in particular, demonstrated remarkable resilience as early as 2020, supported by the recovery of cruise traffic and the intense activity of shipyards. This is further reinforced by the strong contribution of the yacht and superyacht segment, increasingly focused on **high-end, custom-made furnishings and kitchens.** (Source: *Emerging Trends in Real Estate® 2026, PwC and the Urban Land Institute (ULI)*).

New drivers of competitiveness and market selectivity

Overall, **the competitive landscape of the contract sector is evolving rapidly, while remaining characterised by high and structural barriers to entry.** Differentiated regulatory and fire safety standards across markets, stringent technical requirements and the need to be included in architects' and designers' master specifications make access a progressive and long-term process. Financial barriers related to guarantees, payment terms and the capacity to sustain complex project cycles further reinforce selectivity. **In the current context, competitiveness in the contract sector increasingly depends on three key factors: digital readiness (BIM files, LCA/EPD data), production agility in managing mass customisation, and demonstrable sustainability throughout the product life cycle.** These elements are no longer seen as competitive advantages, but as prerequisites for access to mature markets and to those experiencing the fastest growth. **Sustainability, in particular, is no longer regarded as a reputational factor, but as a driver of operational efficiency, risk reduction and access to capital.**

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