

Fourlis

Annual Sustainability Report
for the financial year from 1/1/2025 to
31/12/2025

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10.1 General information:

10.1.1 Reporting Principles

10.1.1.1 Sustainability statement reporting principles

Basic Information

{ESRS ESRS-BP1-5 / GRI 2-2}

The parent company “FOURLIS HOLDINGS SA” (hereinafter the “Company”), along with its direct and indirect subsidiaries, form the FOURLIS Group (hereinafter the “Group”), which operates in the retail trading of home furniture and household goods (IKEA stores), in the retail trading of sporting goods (INTERSPORT and Foot Locker stores) and in the retail trading of health and wellness goods (Holland & Barrett stores). The report covers the entire Group, including the parent company Fournalis Holdings S.A. and all companies in which the Group directly or indirectly holds more than 50% of the voting rights.

The Sustainability Statement has been prepared on a consolidated basis and the scope of consolidation is the same as in the financial statements. The direct and indirect subsidiaries of the Group, included in the consolidated financial statements for the year 2025 by industry and country of operation, are described in section 1.2 "Scope of business" of the annual financial report for the financial year 2025.

In the Sustainability Statement, the report focuses on the Group's retail companies and does not include Trade Estates S.A., as its shareholding in the company fell below 50% on 05/02/2025, resulting in its deconsolidation. Apart from Trade Estates SA, there are no other subsidiaries that are excluded from the consolidation of the Sustainability Statement.

The Sustainability Report is published annually. The reporting period coincides with that of financial reporting period, i.e. the financial period from 1 January 2025 to 31 December 2025. This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships up and/or down the value chain in sections 10.2.2, 10.2.3, 10.3.1, 10.3.2, 10.3.3, 10.3.3, 10.4.1.

Basis for preparation of the statement

{ESRS ESRS2-BP2-9-10-15-16}

Fournalis Group is bound by the EU’s Corporate Sustainability Reporting Directive (CSRD) and its reporting requirements, which have guided the content and structure of this 2025 report. At the same time, it incorporates the metrics of the Athens Exchange ESG Reporting Guide, published in 2024 and GRI metrics, published in 2021. It also complies with the requirements of the Financial Reporting Law for the submission of non-financial information in accordance with the EU's Non-Financial Reporting Directive (NFRD) and the Greek Law No.5164/2024 regarding the incorporation of the CSRD Directive on corporate sustainability reports.

The sustainability matters and key figures in this report are based on the double materiality assessment of the Fournalis Group. In the context of the 2025 procedure, the materiality assessment was updated to ensure that material issues and related disclosure requirements remain relevant to the activities and stakeholders of the Group. The updated assessment and corresponding material topics were adopted in 2025 and form the basis of the disclosures in this report, in accordance with the requirements of the European Sustainability Reporting

Standards (ESRS). –More information on the double materiality assessment and its results is provided in the section [10.1.2 Double materiality assessment](#).

The timeline used by the Group to assess impacts, risks, opportunities and targets are determined in accordance with the intervals provided in accordance with ESRS standards (ESRS1) and are divided into short term (less than one year), medium term (1-5 years) and long term (more than five years) objectives.

The metrics and indicators presented in this report cover all of the Group's activities, as defined in the Key Information of this section (10.1.1.1). For each thematic section, readers can refer to the specific sub-section "Reporting Principles for Metrics", which clarifies the scope of the data. In cases where a specific metric is not applicable to all activities, clarification is provided in the relevant sub-section and in the description of the indicator/target. The 'Reporting Principles for Metrics' sub-sections of each theme also provide guidance on data sources, uncertainty, any omissions, changes in relation to previous periods and the level of accuracy, ensuring transparency and comparability of the reported information.

While the majority of the metrics focus mainly on the Group's own operations, some indicators extend to the overall value chain. The Group is committed to expanding its metrics and mapping its activities in order to implement targeted actions not only in its own operations, but also across its entire value chain.

During the reporting year, changes occurred in the availability and completeness of waste-related data, resulting in the revision of the previous year's comparative figures. A detailed justification of the change and the applied methodology is presented in the section "Reporting Principles for Metrics – 10.2.3.5 Performance indicators/Metrics."

The Fourlis Group has a total of 4586 employees and therefore, the exemption for entities or groups with fewer than 750 employees under Appendix C of ESRS 1 does not apply.

10.1.1.2 Risk management and internal control over sustainability reporting

{ESRS ESRS2-GOV5-34-35-36 / GRI 2-14}

Fourlis Group integrates risk management and internal control into the sustainability reporting process through an integrated Internal Control System (ICS), a clear sustainability strategy and policy, and through the due diligence process. In addition, a process has been established for the preparation, approval and submission of the Report, which includes planning and time schedule, double materiality assessment, ESG data collection and verification, alignment with ESRS standards, internal and external audit (limited assurance), and final approval by the Board of Directors following a recommendation from the Sustainability Committee.

The ICS focuses on risk management, assessing compliance with regulatory requirements and ensuring the effectiveness of sustainability reporting processes. Internal Control ensures that the timing for the provision of information is correct and the integrity of the source of the data, while the integrity, accuracy and correctness of the data are verified through external assurance after the completion of the Sustainability Report.

In the context of corporate governance, the Group consistently applies a dual reporting process:

(a) prior to the start of the preparation of the Report, through a scheduled report to the Sustainability Committee, the Audit Committee and the Board of Directors, for the purpose of planning, scheduling and defining requirements; and

(b) after the completion of the Report and during its audit, by means of a second report to the same organs presenting the results, findings, improvement points and the overall assurance process.

In the process of preparing and submitting the Annual Sustainability Report, the Fourlis Group acknowledges that risks may arise that affect the qualitative characteristics of the information, such as relevance, comparability, reliability, faithful presentation, verifiability and clarity of the disclosed data. Indicatively, there is a risk of providing information that does not accurately reflect the material aspects of the activity, a risk of inconsistency or non-comparability of data between periods, a risk of errors in the collection or processing of information that could affect its reliability and faithful presentation, and a risk of inadequate documentation that would reduce the verifiability and clarity of the content of the Report.

In order to address the above risks, the Group applies specific control and quality assurance mechanisms during the process of preparing the Sustainability Report, such as:

- Determination of a project team and a detailed time schedule, in alignment with the time schedule for the preparation of the Annual Financial Report, to ensure the timely and comprehensive collection of all required information.
- Use of the specialized platform for the pilot and gradual standardized ESG data collection, accompanied by the provision of instructions and training to all Group companies, in order to improve the reliability, verifiability and comparability of the information. The platform is in pilot operation in the reporting year and will be used in the next financial year.
- Continuous comparison of data with those of previous years to identify discrepancies, errors or inconsistencies, in order to enhance comparability and the faithful presentation of data.
- Alignment with ESRS standards, ensuring that content is relevant, clear and meeting regulatory requirements.
- Internal quality control before the completion of the Report and external limited assurance, enhancing the verifiability and reliability of the information disclosed.
- Documentation of all sources, assumptions and methodologies to enhance the clarity and full understanding of the published data by stakeholders.

10.1.1.3 Composition and diversity of the administrative, management and supervisory bodies

{ESRS ESRS2-GOV1-21,a,c,d,e, GOV1-20 / GRI 2-9 / ATHEX ESG C-G1}

The Board of Directors is the highest governance body that oversees sustainability across the Group. On 31/12/2025, the Board of Directors consists of nine members, with independent members constituting the majority at 56% (five out of nine). The gender representation on the Board of Directors is balanced, with 44% women and 56% men. In addition, the executive members represent 44% of the Board of Directors, with four out of nine members holding executive roles and five members holding non-executive roles.

To further strengthen the governance of sustainability-related issues, a Sustainability Committee of the Board of Directors, consisting of two executive members and one independent member, was established on 25 November 2024. As part of its operation, the Sustainability Committee makes regular presentations to the Board of Directors on the progress of the Group's sustainability actions, risks and opportunities, ensuring continuous supervision and information on ESG issues. In addition, the Group works with qualified external consultants who provide regular updates and technical guidance to Committee members and the management, supporting alignment with ESRS standards and corporate sustainability best practices.

The Group does not have employee representation on the Board of Directors; however, the Fourlis Group acknowledges the importance of employee participation in governance and is considering the possibility of integrating employee representation on the BoD as part of its strategic planning for the next five years.

The knowledge, experience and skills of the Board of Directors and the Sustainability Committee are listed in the detailed CVs of the members of the BoD and senior executives on the Fourlis Group website ([Board of Directors - fourlis.gr](https://www.fourlis.gr) & [Executive Officers - fourlis.gr](https://www.fourlis.gr)).

10.1.1.4 Board of Directors and Sustainability Committee of the Board of Directors

{ESRS ESRS2-GOV1-22, GOV2-26 / GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-16}

The Board of Directors of the Fourlis Group is the highest management body overseeing sustainability and is responsible for approving the relevant policies, strategies and control activities (safeguards). At the same time, the three-member Sustainability Committee of the Board of Directors, chaired by the Group's Director of Sustainability and Social Responsibility, supports the Board of Directors in its duties regarding the oversight of sustainability-related impacts, risks and opportunities.

Fourlis Group has established a clear Sustainable Development Policy and Strategy. The Sustainability and Social Responsibility Department is responsible for designing the Group's sustainability strategy, ensuring its implementation and monitoring compliance with the relevant policies, procedures, practices and programs. It also coordinates the Group's subsidiaries in initiatives and actions related to sustainability.

As part of its commitment to continuous improvement, the Fourlis Group is conducting a double materiality assessment to improve its approach to sustainability and corporate responsibility. Regarding the significant issues identified, a due diligence process is applied to assess the significant impacts, risks and opportunities.

The oversight exercised by the Board of Directors through the Sustainability Committee ensures that sustainability-related considerations are integrated into the decision-making process. This approach aims to balance business objectives with environmental and social commitments, contributing to the Group's long-term resilience and responsible growth. The Committee is informed twice a year on the implementation of the due diligence procedures, as well as on the effectiveness of the Group's policies, actions, metrics and objectives. In addition, the Risk Management Unit monitors and reports to the Board of Directors on the sustainability risks of business activities 4 times annually. This information allows the Board of Directors to make informed decisions on the Group's sustainability strategy.

During the reporting period, the Board of Directors, upon recommendation of the Group's Corporate Governance Department, reviewed significant impact and risk issues from the Group's existing Risk Register related to the Sustainability category listed below:

- The potential of non-compliance with the relevant sustainability agenda imposed by EU or local regulations and/or corporate policy and the associated impact on profits and reputation.
- The potential of maintaining an ineffective CSR strategy and the associated impact on profits and reputation
- The potential of inadequate protection of staff and assets from hazardous incidents and the associated impact on reputation.
- The likelihood of unethical business practices and the associated impact on reputation and profits
- The likelihood of human rights violations, e.g. discrimination/unequal opportunities and treatment, and the associated impact on reputation and profits.
- The potential failure to meet corporate social responsibilities and the associated impact on reputation and growth.
- The potential failure to maintain an effective succession plan and the inability to attract and retain top talent and the associated impact on performance and growth.
- The potential for non-alignment of the business strategy with ESG (Environmental, Social and Corporate Governance) obligations such as Climate & Sustainability and corporate governance expectations and the associated impact on the Group's financial results and reputation.
- The potential of climate change, natural disasters and increasingly extreme weather conditions and the associated impact on growth, profitability and reputation.
- The potential of implementing a greenhouse gas (GHG) elimination action plan that is not aligned with international targets or any scientific sources (e.g. SBTi, IPCC, etc.) will increase the risk of non-compliance.
- The likelihood of an increase in energy prices for any reason would have a negative impact on the Group's financial indicators.

The findings of the updated double materiality assessment performed in 2025 were reviewed in relation to the Group's existing Risk Register. The audit found that the new risks and opportunities identified through the validation process are already covered by existing recorded risks. As a result, no new sustainability risks were required to be added for the year 2025 and the current risk list remains unchanged.

10.1.1.5 Sustainability Due diligence process and Sustainability Working Groups

{ESRS ESRS2-GOV4}

The Fourlis Group's due diligence process for sustainability matters is structured in four key stages: identification, assessment, management and monitoring of risks, opportunities and impacts across its operations and value chain. The process starts with a double materiality assessment, mapping the value chain and collecting data from internal and external sources. Identified sustainability risks and opportunities are then assessed based on their magnitude and likelihood, aligned with international standards such as the European Sustainability Reporting Standards (ESRS). Following this assessment, the Group is implementing mitigation strategies by taking relevant measures and developing targeted programs in areas such as investment in sustainable technologies and stakeholder engagement. The effectiveness of these measures is continuously tracked through KPIs/KRIs, quarterly progress reports to the Board and periodic reviews to align with evolving regulatory and business requirements.

The governance and oversight of this process is ensured through multiple sustainability teams/working groups. The Sustainability Committee of the Board of Directors oversees the implementation of due diligence, while the Sustainability Working Group, consisting of representatives of the Group's companies, is responsible for the development and monitoring of sustainability initiatives under the supervision and guidance of the Group's Sustainable Development and Social Responsibility Department. The Sustainability Working Group meets whenever the need arises to assess progress on actions, ensure alignment with sustainability goals and implement corrective actions when necessary.

The Group's Procurement and Corporate Governance Department is responsible for the annual Sustainability Reports. Sustainability data is collected through a specialised ESG platform, which allows automated indicators tracking, data management and the creation of the Sustainability Report. At the same time, employees participate in training programs to enhance the Group's sustainability know-how. The full mapping of the due diligence process and its integration into the Group's Sustainability Statement is reflected in the structured governance framework, reporting mechanisms and ongoing engagement with stakeholders.

10.1.1.6 Integration of sustainability-related performance incentive schemes

{ESRS ESRS2-GOV3-27,28,29 / GRI 2-19, GRI 2-20}

The Group applies a Remuneration Policy for the members of the Board of Directors, remunerating both executive and non-executive members, as well as for its Executive Officers (Directors). The policy is based on the principle of fair and reasonable remuneration, taking into account the level of responsibility, knowledge and experience required for the performance of their duties. At the same time, it ensures that remuneration is aligned with the Group's short and long-term business plan, while maintaining the ability to create value for customers, shareholders, employees and the economies of the countries in which it operates.

The Remuneration Policy for the executive members of the Board of Directors has been designed to support the business strategy and long-term interests of the Group, as well as its sustainability. The Nomination and Remuneration Committee is regularly updated on recommendation structure, practices in place and market trends, and recommends relevant adjustments to the Board of Directors.

The Nomination and Remuneration Committee recommends to the Board of Directors the objectives, the evaluation criteria and the overall structure of the incentive schemes. The Board of Directors is the body responsible for the final approval, updating and implementation of the terms of the LTI Program and the Remuneration Policy.

The Group has incorporated sustainability performance into the incentive schemes of the top management through the approved Performance Stock Grant Scheme. The Program links 25% of the performance criteria to sustainability targets, which include targets published in the Annual Sustainability Report (CSRD) and employee engagement indicators. These incentives apply to executive members of the Board of Directors and senior managers (executive officers) and are only awarded upon achievement of predefined ESG KPIs.

10.1.1.7 Strategy, business model and value chain

{ESRS ESRS2-SBM1- 38,39,40,42 / GRI 2-6}

Fourlis Group is a dynamic player in the retail sector in South East Europe, developing a diversified business model based on exclusive franchise and licensing agreements with internationally recognized brands such as IKEA, INTERSPORT, Foot Locker and Holland & Barrett. Through these partnerships, the Group ensures a strong geographic presence, a diversified product portfolio and high levels of customer experience.

The Group's strategy focuses on omnichannel growth, integrating physical stores and online stores, enhancing accessibility and personalized service. At the same time, it invests in infrastructure and technologies that support the scaling of its activities at regional level.

Supply chain management is a critical element of the Group's business model. Through its subsidiary Trade Logistics and partnerships with external transport and logistics service providers, the Group ensures integrated warehousing, distribution and last-mile service solutions.

Fourlis Group derives revenues from diversified sources, forming a resilient and multi-dimensional business model. Its main source of revenue constitutes the retail sales through physical and digital stores in home furnishing, sporting goods and health & wellness sectors, under exclusive franchise and licensing agreements with the international brands it represents in Southeast Europe. In addition, the Group generates revenue from supply chain services through its subsidiary Trade Logistics, as well as from strategic holdings in the real estate sector, such as Trade Estates SA and the Sofia South Ring Mall.

In addition to trading and logistics activities, the Group also develops centralised corporate functions (shared services), such as corporate governance, financial management, IT, human resources and procurement. These functions support all Group companies and contribute to the operational coherence and efficiency of the business model.

The Group's value chain extends from international suppliers and brand owners, to warehousing and distribution operations, to physical and digital points of sale and after-sales services. At all stages, the Group assesses and manages its potential and actual impacts on environmental and social issues, as well as the related risks and opportunities.

The Group is integrating sustainability into its strategy, recognising future challenges such as volatility in the macroeconomic environment and consumer spending, increases in energy and transport costs, supply chain disruptions, climate change impacts on infrastructure, accelerated digital transformation, increased consumer expectations for responsible products and a more stringent ESG regulatory framework. As part of this commitment, the Group conducts a dual materiality assessment to identify and address significant sustainability risks and opportunities, incorporating them into its strategic planning and due diligence processes.

In section 5. "Operating segments" of the annual financial report presents the analysis of the Fourlis Group's total revenues for the reporting year 2025, by operating segment in accordance with the requirements of IFRS 8 "Operating segments".

Value chain

Fourlis Group's **upstream activities** include the supply of household equipment and furniture, sporting goods and health and wellness products. The household equipment and furnishings (IKEA stores) and health and wellness (Holland & Barrett stores) subsidiaries source their stock directly from franchisors, while the sporting goods subsidiaries (Intersport stores) are also sourcing products supplied independently from multiple suppliers. The subsidiary Trade logistics provides supply chain services, and the transportation of supplies is outsourced to third party providers. In addition, Fourlis Holdings SA, as the parent company providing support services to the Group's subsidiaries, provides a wide range of external partnerships and resources. These include working with technology and software providers to support information systems, external consultants for legal, financial and strategic issues, training and human resources development providers, equipment and operational service providers as well as cooperating with financial institutions.

As part of its **business activities**, Fourlis Group manages a diverse portfolio of retail stores, warehouses and corporate offices. The household equipment and furnishings, sporting goods and health and wellness subsidiaries operate large-scale physical retail stores and online sales platforms, supported by centralised supply chain functions. The supply chain company (Trade Logistics) oversees inventory management and distribution and works with external carriers for

transportation. At the same time, Fournalis Holdings SA provides Corporate Governance, shared services functions of Financial Management, Human Resources, IT and procurement services, ensuring standardization and operational synergy across all subsidiaries.

On the **downstream** value chain side, Fournalis Group focuses on product distribution and end-consumer service. The Group's commercial subsidiaries (IKEA, Intersport, Foot Locker, Holland & Barrett) implement multi-channel retail strategies, through physical stores and digital platforms, in order to optimise the customer experience. Trade Logistics supports internal distribution and order preparation, while the delivery of products to the customer (last mile delivery) is carried out through partnerships with external transport companies. Customer service is also provided through specialised third-party providers.

Activities/Operations Upstream	Own activities/operations	Activities/Operations Downstream
Suppliers of goods	The Group's activities as described in the section "Business model"	Customers / consumers
Non-merchandise Suppliers (materials, services, assets)		Partners (after sale)
Contractors		Tenants
Partners		
Lessors		

Table 1

By integrating sustainability aspects into its business model, strategy and value chain, Fournalis Group ensures long-term resilience and creates positive environmental and social impact, while responding to evolving market demands and stakeholder expectations.

10.1.1.8 Interests and views of stakeholders

{ESRS ESRS2-SBM2 / GRI 2-29 / ATHEX ESG C-S1}

Fournalis Group interacts with its key stakeholders and develops its activities based on their feedback. The Group defines as stakeholders those individuals or groups whose interests are or could be affected by its activities.

The main stakeholder groups of the Fournalis Group are the following:



Having identified and prioritised its stakeholders, the Group invests in a continuous and two-way contact and communication with them in order to maintain a steady flow of information, from and to the Group, regarding their requests, concerns and expectations. The role and views of the Group's stakeholders are important in its efforts to improve its products and services, as well as for its sustainable operation and growth.

The table below (Table 2) shows the ways and frequency of communication with Fourlis Group's stakeholders and how issues that are important to them are taken into account in the Group's strategy and business model.

Ways of Communication	Frequency of Communication	Issues important to stakeholders	Influence on operations, business model and strategy
Employees (Human Resources + Board of Directors)			
Employee Engagement survey;	Whenever necessary	<ul style="list-style-type: none"> - Health and safety - Diversity, equality and inclusion - Training and skills development - Capacity building and good leadership - Working conditions and other employment rights - Job security - Work-life balance - Additional benefits - Fair pay - Corporate governance - Sustainability issues 	<ul style="list-style-type: none"> - Health and safety management systems - Recruitment and retention practices - Fourlis Group Academy and other training - Leadership development and core competencies - Code of conduct and complaints system - Alignment of governance and strategic objectives - Improving productivity
Organisation of corporate events	Annually or on the occasion of a specific event		
Update of notice boards	Continuous		
Update mobile application F2F	Continuous		
Organisation of working groups	In the context of specific actions (e.g. following up on the Employee Engagement Survey)		
Information via e-mails	Continuous		
Information via sms	Whenever necessary		
Implementation of the 360 Evaluation process	Implemented annually (with a two-year periodicity per grade)		
Employees' Performance evaluation	Annually		
Organisation of meetings	* One to One: when the need arises * Statutory: At intervals determined by each Directorate/Department based on their needs		
Shareholders/institutional investors & financial analysts			
Ordinary General Assembly	Annually	<ul style="list-style-type: none"> - Profitability and sustainability - Profitable and competitive profit-sharing models and member benefits - Leadership in sustainable development - Risk management 	<ul style="list-style-type: none"> - New investments - Economic performance - Capital allocation - Strategic direction - Reputation management
Notices	Whenever the need for information arises		
Ad hoc Communication	Continuous		

Ways of Communication	Frequency of Communication	Issues important to stakeholders	Influence on operations, business model and strategy
		<ul style="list-style-type: none"> - Business continuity - Protection of personal data - Climate change and greenhouse gas emissions - Creating value for stakeholders - Corporate governance and business ethics - Financial performance - Transparency and anti-corruption - ESG progress (environmental, social, governance) - long-term value creation - Value creation for stakeholders - Business continuity 	
Customers			
In-store and ad hoc contact and communication (phones/emails/website/apps)	Continuous	<ul style="list-style-type: none"> - Sustainable products - Product safety and quality - Information about the products - Fair price - Consumer privacy and data protection - Security of electronic systems - Corporate governance and business ethics - Climate change and greenhouse gas emissions - Protection of human rights - Sustainability - Innovation - Security - Customer service 	<ul style="list-style-type: none"> - Safety and quality of products - Consumer preferences for sustainable products - Communication channels with end-users for cooperation, complaints and feedback - Ethical marketing practices - Customer experience initiatives - pricing strategies
Conduct of satisfaction surveys	Continuous		
Newsletter/SMS/Viber/Viber/Social Media	Continuous		
Publication of digital newsletters and brochures	Continuous		
Partners / Suppliers			
Conduct of meetings	Continuous	<ul style="list-style-type: none"> - Responsible management of supplies - Protection of personal data - Corporate governance and business ethics - Supply chain sustainability - Fair contract terms - Collaboration for innovation 	<ul style="list-style-type: none"> - Common sustainability objectives with partner suppliers - Assessing the sustainability of suppliers as part of the supplier selection process and during the partnership - Impact on procurement strategies - Supply chain efficiency-compliance
Participation in industry associations	According to relevant planning		
Joint programs Implementation	According to relevant planning		
Civil society			
Conduct of meetings	According to relevant planning	<ul style="list-style-type: none"> - Ethical activities - Transparency 	<ul style="list-style-type: none"> - Formulation of corporate responsibility strategies - Strengthening public confidence
Active participation in initiatives	Continuous		
Local Communities (where the Group operates)			

Ways of Communication	Frequency of Communication	Issues important to stakeholders	Influence on operations, business model and strategy
Contact with local authorities	Continuous	<ul style="list-style-type: none"> - Social contribution - Connectivity - Local employment - Local supply chain - Implementation of actions to promote local communities - Protection of the environment - Corporate governance and business ethics - Employment opportunities - Environmental impact - Community development 	<ul style="list-style-type: none"> - Strengthening sustainability practices - Influence on local business operation
Organisation of events	According to relevant planning		
Implementation of Social Responsibility programs and actions	Continuous		
Official & Supervisory Authorities / State			
Regular reporting	every 3 months	<ul style="list-style-type: none"> - Social contribution - Connectivity - Local employment - Local supply chain - Implementation of actions to strengthen local communities - Protection of the environment - Corporate governance and business ethics - Employment opportunities - Environmental impact - Community development 	<ul style="list-style-type: none"> - Ensuring operational compliance - Reducing the risks of sanctions - Strengthening the influence of the implementation of the Group's policies
Discussions/exchange of correspondence with representatives of the authorities at national and local level	Continuous		
Participation in organisations and associations	Continuous		
Business Community			
Participation in associations, organisations, unions	Continuous	<ul style="list-style-type: none"> - Exchange of knowledge - innovation - Competitive benchmarking 	<ul style="list-style-type: none"> - Encouraging cooperation - Strengthening innovation - Promoting innovation leadership
Mass media (media)			
Conduct of press conferences	According to relevant planning	Transparency: <ul style="list-style-type: none"> - Timely information - Reputation management 	<ul style="list-style-type: none"> - Enhancing the public image - Brand reputation management - Mitigating the risks of misinformation
Sending digital brochures/Press Kits	Continuous		
Corporate entries in instruments	Continuous		
Conduct of meetings	Continuous		
Non-Governmental Organisations (NGOs)			
Implementing partnerships	Continuous	<ul style="list-style-type: none"> - Social contribution - Environmental and social impact - Human rights - Corporate transparency 	<ul style="list-style-type: none"> - Formulation of sustainability objectives - Increasing transparency - Improving relations with the community
Conduct of meetings	Continuous		

Table 2

The Group's senior management, administration and supervisory bodies are regularly informed about the views and interests of stakeholders on sustainability issues affected by

the operations of the business. This information is provided through the scheduled Management Meetings (Management Team Meetings, Executive Member Meetings-Execo meetings, Operations Committee Meetings- Opeco meetings and Business Development Workshops-Operation workshops), where the main concerns and expectations of stakeholders are discussed.

10.1.2 Double Materiality Assessment

Impacts, risks and opportunities related to sustainability {ESRS ESRS2-IRO-1 / GRI 3-1}

10.1.2.1 The identification and assessment of material impacts, risks and opportunities

The Fournalis Group conducted a Double Materiality Assessment (DMA) in 2024 to identify the impacts, risks and opportunities related to sustainability, following the methodology and guidance as required by the European Directive (CSRD). The Double Materiality Assessment includes the identification of Impacts, Risks and Opportunities (IROs), an impact materiality as well as a financial materiality. Impacts identified as risks or opportunities are further assessed through financial materiality.

Fournalis Group has applied a structured methodology to assess the materiality of impacts, focusing on the actual or potential, positive or negative impacts of the Group's operations on the environment and society. The main objective is to identify and assess risks and opportunities that may be significant for the implementation of the Group's values and strategy and for the achievement of long-term objectives, as well as to identify and assess the impact of the company's operations on society and the environment. In addition to the activities of the Group companies, the identification and assessment of impacts, risks and opportunities include the upstream and downstream value chain and any other stakeholders affected by the Group's activities.

The materiality assessment process proceeded in two phases and different workshops, with the participation of senior executives, directors and representatives responsible for sustainability issues from all the Group's subsidiaries, as well as the participation of the directors of the financial departments of each subsidiary. The participants of the workshops paid attention to the Fournalis Group's impact on the environment, society, employees and other stakeholders, as well as to the qualitative and financial risks and opportunities for the Fournalis Group's business activity related to sustainability issues. During this process, the Group aligned and updated the previously identified sustainability risks following the Group's risk management register.

In 2025 Fournalis Group undertook a review and update of the existing material issues to ensure their relevance to current conditions and requirements. As part of the process, a new workshop was held with senior management from all Group companies, during which recent regulatory developments, changes in strategy and business models, as well as emerging social and environmental trends were assessed. The validity of the substantive topics highlighted in 2024 was confirmed, while additional IROs were added to the existing ones and a new substantive topic on consumers and end-users (S4) was introduced. The update was documented and approved by the Sustainability Committee and the Audit Committee.

The Group prioritises sustainability-related risks by integrating them into the same Enterprise Risk Management (ERM) system that it uses overall, assessing their criticality based on their severity and likelihood of occurrence relative to other business risks.

10.1.2.2 Material Sustainability Topics

{ESRS ESR2-GOV2-26,c, ESR2-SBM3/ GRI 2-16}

Following a detailed review of the Impacts, Risks and Opportunities (IROs), the substantive topics are described in the table below, aligned with the corresponding topics, themes and sub-themes of the ESRS standard. These issues form the basis of the thematic sections of this report.

Thematic ESRS	ESRS Topics, Subtopics & Sub-subtopics	Double Materiality Assessment 2024/2025 - Fourlis Group Material Issues
E - ENVIRONMENT		
ESRS E1 Climate Change	- Adapting to climate change	1. Energy & Emissions
	- Climate change mitigation	
	- Energy	
ESRS E5 Circular Economy	- Waste	2. Waste management
S - SOCIAL RESPONSIBILITY		
ESRS S1 Own Workforce	- Working conditions	3. Working conditions
	- Health and safety	
	- Equal treatment and equal opportunities for all	
	- Training and skills development	
	- Diversity	
ESRS S3 Affected communities	-	4. Social contribution
ESRS S4 Consumers and end users	- Safety of consumers and end-users	5. Consumers and end users
	- Social inclusion of consumers and/or end-users	
G - GOVERNANCE		
ESRS G1 Business Behaviour	- Business culture	6. Corporate Culture & Governance
	- Protection of whistle-blowers	
	- Corruption and Bribery	

Table 3

10.1.2.3 Impact, Risk and Opportunity Rating Scale (IROs)

The EU Sustainability Reporting Standards Framework (ESRS) was used to classify sustainability issues. The materiality assessment was carried out in 2024 and updated in 2025 to include the classification of impacts, risks and opportunities according to the ESRS (topics, sub-topics and sub-sub-topics) and to take into account the Directive's guidelines on the prioritisation of impacts, risks and opportunities in the materiality assessment. The scale standardised for the Fourlis Group's risk management process was used to assess probability. Impacts are assessed in terms of scale, scope, duration and recoverability. The risks and opportunities for the Fourlis

Group's business were assessed based on the financial and economic values defined in the risk management process, as well as the impact on reputation and remediation potential. Remediability was assessed on the following scale: short-term (less than one year), medium-term (1-5 years), long-term (5-10 years), very long-term (10-30 years) and irreparable. Sub-topics classified as moderate (value 5-9) or high (value 10-25) were defined as essential sub-topics. The above table (Table 4) does not include sub-topics of low significance.

Rating scale for IROs - table

Probability (Likelihood)	High	Very likely	5	5	10	15	20	25
	Medium-High	Possible		4	4	8	12	16
	Medium	Somewhat Possible	3	3	6	9	12	15
	Low-Medium	Unlikely	2	2	4	6	8	10
	Low	Very Unlikely	1	1	2	3	4	5
				1	2	3	4	5
Magnitude/Severity (Severity)	Economic impact (Magnitude)		Very limited	Limited	Medium	Significant	Very Significant	
	Impact on society and the environment (Severity)							

Table 4

In 2025, an update of the substantive topics was carried out, during which the validity of the topics highlighted in 2024 was confirmed, additional IROs were added to the existing ones and a new material topic on consumers and end-users (S4) was introduced. The topics are still very much in line with the 2023 material topics, which had emerged through a simple materiality analysis/assessment, "Climate stability and air pollutants", "Waste and use of raw materials and substances", "Personal data protection", "Employment", "Health and safety", "Education" and "Business ethics".

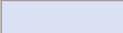
The following table (Table 5) presents the Group's impacts, risks and opportunities (IROs) as identified through the materiality assessment. The numbering of IROs is derived from the total register which included 51 registered IROs, which were systematically reviewed, and the table shows those selected as material to the Fourlis Group and aligned with the material topics of the Group and the corresponding topics of the ESRS standard. In addition, the table provides a description of the area in which each IRO occurs within the Group's business activities (value chain), as well as the expected time horizon of the impact.

Material issues of the Fourlis Group	Thematic/Topical ESRS	Impacts, Risks and Opportunities (IROs)_		Value chain	Time horizon
E - ENVIRONMENT					
1. Energy & Emissions	ESRS E1 Climate Change	1. Natural hazards related to climate		Upstream/Own Operations/Downstream	Short (<1 year)
		2. Transition risks related to climate change		Own operations	medium (< 5 years)
		3. Production of greenhouse gas emissions	-	Upstream/own operations	Short (<1 year)

Material issues of the Furlis Group	Thematic/Topical ESRS	Impacts, Risks and Opportunities (IROs)		Value chain	Time horizon
		5. Energy consumption in retail stores	-	Own Operations/Downstream	Short (<1 year)
		6. Investments in renewable energy sources		Upstream/Own Operations/Downstream	Short (<1 year)
2. Waste management	ESRS E5 Circular Economy	9. Circular economy business practices for packaging		Upstream / Downstream	medium (< 5 years)
		13. Total waste production	-	Upstream / Downstream	Short (<1 year)
		41. Risk of non-compliance with waste management regulations and high costs		Own Operations/Downstream	Short (<1 year)
S - SOCIAL RESPONSIBILITY (SOCIAL RESPONSIBILITY)					
3. Working conditions	ESRS S1 Own workforce	16. Health and safety management system - incidents		Own operations	Medium (< 5 years)
		17. Wellness initiatives for workers and their families	+	Own operations	Medium (< 5 years)
		20. Strengthening communication through relevant mechanisms	+	Own operations	Medium (< 5 years)
		21. Lack of the required skills and talents of employees (including social and digital skills)		Own operations	Short (<1 year)
		25. Diversity and inclusion of human resources	+	Own operations	Short (<1 year)
		23. Recruitment procedures		Own operations	Short (<1 year)
4. Social contribution	ESRS S3 Affected communities	29. Creating value for the local community	+	Downstream	Short (<1 year)
5. Consumers and end users	ESRS S4 Consumers and end users	44. GDPR risks		Own operations/Downstream	Short (<1 year)
		45. Safety of consumers and/or end-users when using the products		Own operations/Downstream	Short (<1 year)
		46. Increasing customer attractiveness through innovations in the payment sector		Own operations/Downstream	Short (<1 year)
		47. Customer Experience		Downstream	Short (<1 year)
G - GOVERNANCE					
5. Corporate Culture & Governance	ESRS G1 Business Conduct	36. Regulatory changes & non-compliance		Own Operations/Downstream	Short (<1 year)
		40. Access to green sustainable investments		Upstream / Own Operations /Downstream	Short (<1 year)
		49. Operational procedures and controls		Own operations	Short (<1 year)

Material issues of the Fourlis Group	Thematic/Topical ESRS	Impacts, Risks and Opportunities (IROs)_		Value chain	Time horizon
		50. Cybersecurity threats		Upstream/Own Operations/Downstream	Short (<1 year)
		51. Technology & Digital Transformation		Own operations	medium (< 5 years)

Table 5

	Actual Effect (Positive +, Negative -)
	Risk
	Opportunity

The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific material impacts or risks or to take advantage of specific significant opportunities, are discussed in detail in sections 10.2.2, 10.2.3, 10.3.1, 10.3.2, 10.3.3 and 10.4.1 of this Report.

10.1.2.4 Metrics and targets

{ESRS ESRS2-MDR-T / GRI 3-3}

By integrating the information from the double materiality assessment, the Group sets measurable targets that lead to the creation of long-term value and resilience. To ensure the effective management of risks and sustainability opportunities, the Fourlis Group applies a structured monitoring and target setting framework. The sustainability objectives established through the Group's due diligence process and in line with the ESRS topics are summarised in the table below (Table 6):

Thematic/Topical ESRS	Targets related to the Material Issues of the Fourlis Group	2025 Progress	Short-term targets (2025)	Medium-term targets (2026-2030)	Long-term targets (2031-2050)
E - ENVIRONMENT					
ESRS E1 Climate Change	1. Energy & Emissions				
	CO₂ emissions - Scope 1				
	Scope 1 Direct greenhouse gas emissions - Group		Calculation	Setting targets	-
	Scope 1 Direct greenhouse gas emissions - Greece		-2%	-40%	-
	Scope 1 Direct Emissions from combustion in stationary sources - Greece		-4%	-100%	-100%
	CO₂ emissions - Scope 2				
Scope 2 Market-based indirect gross GHG emission - Group		Calculation	Setting targets	-	

Thematic/ Topical ESRS	Targets related to the Material Issues of the Fourlis Group	2025 Progr ess	Short-term targets (2025)	Medium-term targets (2026-2030)	Long-term targets (2031-2050)
	Scope 2 Market-based indirect gross GHG emission - Greece	●	-34%	-50%	-100%
	Scope 2 Market-based indirect gross GHG emission - Greece LFL ⁽¹⁾	●	-34%	-50%	-100%
	CO₂ emissions - Scope 3				
	Scope 3 Total gross indirect greenhouse gas emissions - Greece (Categories 1,2,4,6,7)	●	Calculation	Setting targets	-
	2. Waste management				
ESRS E5 Circular Economy	Waste (Tn) - Greece	●	Mapping of waste management partners and recording of income/expenditure from recycling of materials	"Searching for partnerships to further improve waste management / Actions and Target Setting	-
	Food waste to landfill (kg) - Greece	●	-	Action plan to eliminate food waste ending to landfills	-
S - SOCIAL RESPONSIBILITY					
	3. Working conditions				
ESRS S1 Own Workforce	Number of deaths due to work-related injuries and illnesses	●	0	0	0
	Percentage (%) of women in the Fourlis Group	●	>=50%	>=50%	>=50%
	Percentage (%) of women in managerial positions (Greece)	●	>=45%	>=45%	-
	Percentage (%) of women on the Board of Directors of the Fourlis Group	●	>=33%	>=33%	>=33%
	4. Social contribution				
ESRS S3 Affected communitie s	Annual aid to support society (€)	●	>=400.000	>=400.000	-
	5. Consumers and end users				
ESRS S4 Consumers and end users	Cases of non-compliance with legislation on Health and Safety impacts of the Group's products Fourlis.	●	0	0	0
G - GOVERNANCE					
	6. Corporate Culture & Governance				

Thematic/ Topical ESRS	Targets related to the Material Issues of the Fourlis Group	2025 Progr ess	Short-term targets (2025)	Medium-term targets (2026-2030)	Long-term targets (2031-2050)
ESRS G1 Business Conduct	Number of confirmed cases of corruption or bribery	●	0	0	0
	Incidents related to possible personal data leakage	●	0	0	0
	Evaluation of the Group's key suppliers with ESG criteria ⁽²⁾	●	Design of a supplier evaluation system	50	50

Table 6

Progress in 2025 compared to the short-term target.
Exceeds target (significant progress) ●
On target (progress as planned) ●
Short of target (no progress or weaker progress) ●

The targets and progress on them, together with the corresponding metrics, are described in more detail in the topic-specific sections 10.2.2, 10.2.3, 10.3.1, 10.3.2, 10.3.3 and 10.4.1 of this Sustainability Report.

⁽¹⁾ Explanation of the term LFL is given in Section 10.2.2.7 - Reference principles for metrics.

⁽²⁾ Basic suppliers based on cost and risk.

10.2 E - Environment

10.2.1 Taxonomy Report

10.2.1.1 EU Taxonomy Regulation.

The EU Taxonomy Regulation (Regulation (EU) 2020/852) is a key pillar of the European Green Deal and aims to create a single classification system for identifying economic activities that are considered environmentally sustainable. The Regulation sets out the technical criteria on the basis of which an economic activity can be qualified as eligible and, if it meets all the requirements, as aligned with the Taxonomy.

An economic activity is considered environmentally sustainable when:

- contributes significantly to one or more of the six environmental objectives of the Taxonomy;
- does not cause significant harm (Do No Significantly Harm - DNSH) on the other environmental objectives;

- complies with the minimum social safeguards;

The six environmental objectives of the Taxonomy are:

- mitigating climate change,
- adaptation to climate change,
- sustainable use and protection of water and marine resources,
- the transition to a circular economy,
- the prevention and control of pollution,
- the protection and restoration of biodiversity and ecosystems.

According to Article 8 of Regulation (EU) 2020/852, non-financial firms required to publish sustainability information shall disclose key performance indicators (KPIs) relating to turnover (Turnover), capital expenditure (CapEx) and operating expenditure (OpEx), in relation to eligible, aligned and non-eligible economic activities.

10.2.1.2 Report on the Taxonomy of the European Union

This disclosure notice has been prepared in accordance with Regulation (EU) 2020/852 and Delegated Regulation (EU) 2021/2178, as amended by Regulation (EU) 2026/73, which introduces simplified disclosure requirements and the concept of financial materiality of economic activities.

During the reporting period, the Fournalis Group identified the economic activities that fall under the Authorised Regulations of Taxonomy and calculated the key performance indicators for turnover, capital and operating expenses.

Based on the results of the assessment, the Group's financial activities identified as eligible for Taxonomy represent less than 10% for each of the key performance indicators (Turnover, CapEx and OpEx). In accordance with the provisions of Regulation (EU) 2026/73, these activities are considered non-material and are therefore exempted from further detailed alignment assessment, including verification of technical criteria, DNSH requirements and minimum social safeguards at activity level.

During the reporting period, none of the Group's economic activities are qualified as environmentally sustainable (aligned) according to the Taxonomy criteria.

10.2.1.3 Key Performance Indicators for Taxonomy 2025

The following table presents the key performance indicators of the Fournalis Group for turnover, capital expenditure and operating expenses, in accordance with the requirements of the EU Taxonomy Regulation.

Table 7: Taxonomy Key Performance Indicators of Fournalis Group

Index	Total	Eligible economic activities	Aligned economic activities	Non-eligible economic activities
Turnover	593.67M €	0.05%	0.00%	99.95%
Capital Expenditure (CapEx)	26.28M€	3.79%	0.00%	96.21%
Operating Expenditure (OpEx)	6.77M €	0.21%	0.00%	99.79%

The above indicators show that the vast majority of Furlis Group's economic activities do not fall within the scope of the Taxonomy, which reflects the nature of its business model. The percentages of eligible activities are not considered material and therefore disclosure is limited to summary performance indicators in accordance with the applicable regulatory framework.

10.2.2 E1 - Climate Change

Climate Change: Energy & Emissions

10.2.2.1 Transition plan for climate change mitigation

{ESRS E1-1}

Furlis Group has developed and is implementing a series of measures to mitigate climate change, integrating sustainability into its own operations and its value chain. These initiatives include, among others, the creation and operation of energy efficient infrastructure, the installation and use of photovoltaic systems, the systematic measurement and monitoring of greenhouse gas emissions from its operations. The Group also ensures compliance with EU requirements regarding taxonomy and reporting in compliance with the CSRD to mitigate risks related to regulatory compliance. Furlis Group invests on smart energy management systems, proceeds to partnerships for the transfer of low waste and integrates further energy and gas emission monitoring and measurement tools. These measures are in line with the Group's commitment to gradually reduce its carbon footprint while maintaining its operational efficiency.

Furlis Group conducts climate-related risk assessments but has not yet adopted a formal transition plan for climate change mitigation with a quantified action plan aligned with the requirements of the ESRS. The Group is actively evaluating the development of such a plan and expects its adoption within the next year and recognises that this initiative will provide a structured framework for long-term climate change resilience, ensuring a systematic approach to emissions reduction and sustainable business operations. It is worth noting that the Group is not excluded from the EU benchmarks aligned with the Paris Agreement.

These targets include a 100% reduction of Scope 1 emissions associated with stationary equipment fuels and a 50% reduction of Scope 2 emissions by 2030 in Greece, as described in [sub-section 10.2.2.6 Targets](#). In 2025, the Group significantly expanded its emissions monitoring, measuring Scope 3 emissions in Greece for six categories, while Scope 1 and Scope 2 emissions were measured in all the Group's countries of operation, achieving full coverage at Group level. These commitments reinforce the long-term sustainability strategy and the path towards climate neutrality by 2050.

To achieve its emission reduction targets, the Furlis Group is implementing a number of initiatives to mitigate climate change, as outlined in [sub-section 10.2.2.5 Actions](#). These briefly include:

- Implementation of interventions for energy upgrading and the creation of energy efficient infrastructure, such as the installation of LED lighting and upgrades to heating, air conditioning and ventilation (HVAC) systems.

- Transition to low emission and electric vehicles for last mile deliveries in partnership with transport providers.
- From 2022 onwards, IKEA stores will gradually replace refrigerants by switching from R404A to lower Global Warming Potential (GWP) fluids, such as R449A, thus reducing the environmental footprint of refrigeration systems.
- Integration of consumption monitoring tools in the Group's facilities and GHG emission measurements in its operations to improve emissions monitoring.
- Negotiation for the supply of energy with Guarantee of Origin in the reference year.

According to [section 10.2.1 \(reporting based on EU taxonomy\)](#), the Group has allocated capital expenditure to:

- Electricity generation using photovoltaic technology, including grid-connected solar energy solutions and self-consumption.
- Installation, maintenance and repair of energy efficiency equipment such as LED lighting and HVAC (heating, ventilation, and air conditioning) upgrades.
- Data-driven solutions for reducing greenhouse gas emissions, including automation tools and software for sustainability reporting.

These investments enhance energy efficiency, reduce operating costs and contribute to the long-term sustainability performance of the Furlis Group, while ensuring compliance with EU tax legislation and CSRD regulations.

{ESRS E1-1-16d}

Furlis Group continuously assesses the potential risks associated with locked-in greenhouse gas (GHG) emissions from its operations and assets. Given the nature of its business model, the Group operates retail stores in leased commercial premises (e.g. shopping malls). As the supply of energy to these sites is managed by the property owners, the Group has no direct control over the energy sources. However, the Group is exploring partnerships with owners to transition to the supply of energy from renewable sources, ensuring that all of its facilities are aligned with the sustainability targets it has set.

At the same time, to ensure business continuity in the event of unexpected power outages, the Furlis Group maintains reserve stocks of oil fuel for generators at critical facilities. Although these cases are minimal and have a limited impact on the Group's overall emissions, the Group is exploring and evaluating alternative energy solutions to meet this need.

Potential locked emissions are not expected to affect the Group's targets. Emissions associated with leased commercial premises have already been accounted for in the Scope 2 target rate, while spare oil fuel stocks for generators account for only 0.02% of total fossil fuel consumption from stationary sources. Due to their extremely low impact, and the fact that they are only used on an emergency basis and not on a permanent basis, they have been excluded from the target calculations for Scope 1 ([sub-section 10.2.2.6 Targets](#)).

10.2.2.2 Policies

{ESRS E1-2 22,24,25 / GRI 3-3}

Environmental protection is a priority for the Furlis Group. The Group has established a comprehensive sustainability strategy and policy, integrating climate change mitigation and adaptation into its corporate system. Sustainability, the short, medium and long-term sustainable development business and investment plans, the objectives, the assessment of related risks and opportunities and the annual action plans are evaluated and approved by the Group's Board of Directors under proposal of the Sustainability Committee. The Sustainable Development Department is responsible for the implementation of the policy.

The Group, through its sustainability strategy and policy, operates responsibly, adopts sustainable practices and invests in technologies that reduce its environmental footprint. With respect for nature and future generations, it promotes sustainability in every aspect of its operations, actively contributing to the protection of the planet.

The Group assesses the risks and opportunities associated with climate change, an ongoing effort to mitigate and adapt to it.

It incorporates in its strategy actions to reduce its environmental footprint, focusing on the proper management of energy and the reduction of greenhouse gas emissions.

It offers products that contribute to a sustainable lifestyle.

It raises awareness among employees, customers and the public on environmental protection and the adoption of a sustainable lifestyle.

For all of the above issues, Fourlis Group sets individual sustainable development targets, which it evaluates annually in terms of their effectiveness and revises them when and where necessary, with the aim of continuous improvement.

Through these policies and initiatives, the Group enhances its environmental performance, reduces its exposure to transition risks and promotes the creation of sustainable value.

The scope of the policy applies to all Group facilities and its value chain.

The Sustainability Strategy and Policy is published on the Group's website [Sustainability Strategy Fourlis | Innovation & Responsibility](#).

10.2.2.3 Integration of the Group's carbon footprint performance into incentive schemes

{ESRS E1.GOV3 13 / GRI 2-19}

The Group implements incentive systems for members of the administrative, management and supervisory bodies, which include variable remuneration linked to predefined business and sustainability targets. The environmental target relates to the extension of the Scope 1 and Scope 2 carbon footprint measurement to the Group's companies in Cyprus, Bulgaria and Romania. This target is included in the "Sustainability" category of the Long-Term Incentive (LTI) program, with a defined weight of 25%, and applies to the executive members of the Board of Directors and senior management. Its achievement affects the level of variable compensation and is implemented through the granting of common nominal shares with voting rights (stock grants), in accordance with the prescribed approvals and the procedure supervised by the Nomination and Remuneration Committee.

10.2.2.4 The identification and assessment of material impacts, risks and opportunities

{ESRS E1.IRO-1, SBM3 / GRI 201-2}

Fourlis Group, in the context of updating its double materiality assessment, completed an assessment of the resilience of its business model to risks arising from climate change and, at the same time, identified related opportunities. The assessment, which covers all the Group's activities and facilities in Greece, also took into account the mapping of its value chain. Climate scenarios were used for the assessment for all activities, the value chain and the locations of the Group's facilities in Greece, while next year the assessment of risks and opportunities for the other countries of operation will be examined. For the assessment of natural/weather risks, climate scenarios from the EU-CORDEX 11 model synthesis of the European Centre for Medium-Range Weather Forecasts (ECMWF) were used, while for the assessment of transition risks and opportunities, climate scenarios from the Network for Greening the Financial System (NGFS) were used for models covering Greece or Eastern Europe (e.g. MESSAGEix-GLOBIOM, REMIND-MAGPIE etc.) [E1.SBM-3_19b]. The scenarios used and the key assumptions of each scenario are presented below:

- **Low Emission Scenario - Net Zero**

(RCP2.6 (Representative Concentration Pathways) from EU-CORDEX 11 and Net Zero from NGFS)

An early transition scenario and limiting warming to 1.5°C, with stringent emission reduction policies and a rapid decline in greenhouse gas concentrations in the atmosphere. In this scenario, liquid fuel prices rise, while the development of renewable energy technologies (RES) accelerates and demand for critical raw materials for the zero-emission economy is boosted, leading to further price increases. In this context, the transition risks and opportunities are intensifying due to stricter regulatory requirements and increasing pressure from consumers and other stakeholders.

- **Medium Emission Scenario - Intermediate Scenario**

(RCP 4.5 from EU-CORDEX 11 and Nationally Determined Contributions (NDCs) from NGFS)

A gradual but not sufficient transition scenario, where countries implement existing NDCs, partially limiting emissions and warming, but still above the 1.5°C target. Climate policies are being progressively strengthened, with a higher carbon price, increased penetration of renewables and improved energy efficiency, while fossil fuels continue to play an important role in the energy mix. In this context, transition and physical risks remain material and businesses are challenged to balance adaptation and transition investments to mitigate risks and seize opportunities in an environment of progressively stricter climate policies.

- **High Emission Script - Hot House World**

(RCP 8.5 from EU-CORDEX 11 and Current Policies from NGFS)

A scenario of maintaining existing policies, without meaningful mitigation measures, resulting in a global average temperature gradually exceeding 2.5°C. Energy prices do not deviate significantly from current levels and renewables maintain a limited share in the energy mix, reducing incentives to transition to a low-emission economy. Rapidly rising temperatures lead to more frequent and more intense extreme weather events, increased property/physical damage, disruptions in the supply chain and increased pressure on key natural resources. In this context, physical and material risks are significantly escalating and are emerging as a major factor in the burden on economic activity.

In future years, whether and to what extent the specific scenarios used for the viability report will be considered and to meet the requirements of ESRS can be incorporated into the assumptions of the financial statements.

The above scenarios are considered for the following time horizons:

- Short term: 0-1 year (2025-2026)
- Medium-term: 2-5 years (2025-2030)
- Long-term: >5 years, until 2050 (2025-2050)

Furthermore, in the context of the assessment, data concerning the Group's energy consumption, greenhouse gas emissions, as well as key financial figures related to its overall business activities were collected and used

. This data formed the basis for a more comprehensive assessment of how climate change may affect the Group, both operationally and financially.

First, the sensitivity of the Furlis Group's business model and assets to chronic and acute natural risks related to temperature, water, wind and solids as well as transition risks and opportunities related to political/legal issues, technology, market changes and reputation were assessed. The evaluation was carried out through an analysis of companies in the industry, as well as a literature survey. Subsequently, climate scenarios were used for the locations of the Group's assets in order to assess the severity and duration of the projected change in climate conditions and socio-economic parameters under different climate scenarios and time horizons. Taking into account a combination of the Group's sensitivity, duration and severity of the projected changes, the likelihood of a climate risk or opportunity having an impact on the Group was determined. This assessment was carried out for three different scenarios and three-time horizons, in order to capture both the short and medium to long term dimension of the impacts.

This was followed by an assessment of the magnitude of the potential impact of each risk or opportunity by competent Group executives. The final score for each risk or opportunity was obtained by combining the probability of occurrence and the magnitude of the impact. The material climate risks and opportunities identified through the above methodology are presented in the following table.

Natural Hazards	Type	Results		
		Scenario - Hot House World		
		Short-term	Medium-term	Long-term
1. Increased cooling needs for the Group's facilities due to the increase in temperature, leading to an increase in overall operating costs and a decrease in revenues	Natural Hazard	Very Low	Very Low	High
Description of risk 1: The gradual increase in average temperatures and the more frequent occurrence of furnaces in the countries where the Group operates lead to increased cooling needs for stores, warehouses, logistics centres and offices. This implies higher electricity consumption and increased maintenance or upgrade costs for air conditioning systems, adding to the overall operating costs.				
2. Increase in fires that cause damage or disruption to the Group's facilities, with potential loss of revenue	Natural Hazard	Medium	Medium	Very High
Description of risk 2: The increasing frequency and intensity of forest fires in Greece and the wider region increases the risk of direct damage to the Group's stores, warehouses, logistics centres and other facilities, especially where they are located near forested or semi-urban areas. In addition to material damage to buildings, equipment and stock, fires can lead to temporary store closures, difficulties in access for customers and employees, power or network outages, and delays in deliveries, resulting in loss of revenues and increased costs of restoration and insurance.				
3. Increase in the frequency and intensity of flooding phenomena that cause damage and outages to the Group's facilities, with consequent loss of revenue	Natural Hazard	Low	Medium	Very High
Description of risk 3: The increasing frequency and intensity of flood events may cause serious damage to stores, warehouses, logistics centres and other Group facilities, especially in areas with inadequate drainage infrastructure or near rivers and streams. Flooding can lead to destruction or damage to stock and equipment, store closures for security or restoration reasons, difficulties in access for customers and employees, and delays in deliveries. These entail direct repair and replacement costs, increased insurance costs and loss of revenue during the period of non-operation or reduced operation of the affected points.				

Transitional risks/opportunities Description	Type	Results		
		Scenario - Net zero		
		Short-term	Medium-term	Long-term
4. Increase in operating costs due to stricter greenhouse gas regulations	Transitional Risk	Low	Medium	High

Transitional risks/opportunities Description	Type	Results		
		Scenario - Net zero		
		Short-term	Medium-term	Long-term
<p>Description of risk 4: The gradual tightening of the regulatory framework for greenhouse gas emissions (e.g. carbon pricing, expansion of allowance trading schemes, mandatory reduction targets, increased measurement and reporting requirements) may lead to a significant increase in operating costs for the Group. These costs can arise both directly, through possible charges/fees on emissions or energy consumed, and indirectly, through increased procurement prices, the need to invest in more efficient equipment, fleet and building infrastructure, and additional compliance and monitoring costs. If the Group does not adapt in time, it may see its profitability margins squeezed and its competitiveness reduced relative to companies that have already invested in a lower carbon footprint.</p>				
5. Increase in costs and burden on the Group's profitability due to the application of cross-border carbon tax mechanisms.	Transitional Risk	Low	Medium	Very High
<p>Description of risk 5: The introduction or strengthening of cross-border carbon taxation mechanisms (e.g. duties/taxes on high carbon footprint products imported from third countries) may significantly increase the cost of supply for categories of Group products that are produced outside the EU and have higher emissions during production and transport. Passing these additional costs on to final retail prices may make these products less competitive, reduce their demand and lead to either a squeeze on margins or a loss of market share, in particular if competitors have lower footprint or locally produced substitutes.</p>				
6. Rising prices of raw materials reduce the demand for the Group's products	Transitional Risk	Medium	High	Very High
<p>Description of risk 6: In Net Zero scenarios the prices of raw materials, especially metals and wood, increase due to increased demand and stricter legislation on how they are produced. Increased prices may increase product prices, reducing demand and the Group's turnover.</p>				
7. Development of renewable energy sources in Group-owned buildings in order to reduce overall energy costs and create additional revenues	Opportunity	Very Low	Low	High
<p>Description of risk 7: The Group currently uses a limited amount of energy from RES, while at the same time leasing or owning very large buildings throughout Greece, which offer material room for the installation of photovoltaic systems. The utilization of roofs, parking and other available spaces for self-consumption (e.g. through net metering) can substantially reduce energy costs and limit exposure to electricity price volatility, while in scenarios of transition to a zero carbon footprint economy and increased demand for "green" energy, the production of excess renewable electricity can also constitute an additional source of revenue for the Group.</p>				
8. Improvement of the Group's reputation and increase of its market share through the adoption of sustainable practices and the sale of sustainable products	Opportunity	High	High	Very High

Transitional risks/opportunities Description	Type	Results		
		Scenario - Net zero		
		Short-term	Medium-term	Long-term

Description of risk 8: Net Zero scenarios predict an increase in demand for more sustainable products, which may lead to a change in current preferences. This could be an opportunity for the Group to increase revenue and market share, highlighting the Group's sustainable practices.

The above assessment shows that the material physical risks are less intense in the short and medium term, but intensify in the long term. The pressures are concentrated on floods and fires as they can lead to damage to shops, warehouses and logistics centres, cause business disruption, difficulty of access for customers, suppliers and employees, delays in deliveries and increased costs of restoration and insurance. At the same time, the material transition risks in the Net Zero scenario are related to possible cost burdens from cross-border carbon tax mechanisms and from raw material price increases, with an escalating trend over the long-term horizon, potentially affecting procurement costs, demand and, consequently, profitability. At the same time, the same scenario highlights a substantial opportunity to improve reputation and strengthen market share through the adoption of sustainable practices and the development/marketing of sustainable products, which is particularly enhanced in the medium and long term. At the same time, in the long term, the opportunity to develop renewable energy sources and reduce energy costs is also acknowledged.

The Group incorporates the findings of the analysis in its business and investment planning, allowing for the timely prioritization of actions for the protection and upgrading of existing facilities as well as for the adaptation of operations and the supply chain. In particular, long-term amplification of fire and flood risks is addressed through targeted resilience and business continuity interventions, while transition risks are mitigated through partnerships with trusted foreign franchises and a gradual shift in the product portfolio towards more sustainable options. At the same time, developing relevant skills and maturity on sustainability in human resources enhances organisational readiness at all time horizons. Finally, the assessment did not identify any assets or activities that are not compatible with the transition to a climate-neutral economy or that require significant efforts to become compatible [E1.IRO-1_AR9, E1.IRO-1_AR12d]. Overall, the Group believes that it has sufficient capacity to adjust in the short and medium term and that, with the gradual escalation of the above actions, it can maintain the resilience of its business model in the long term, while ensuring continued access to funding at a competitive cost of capital.

The significant impacts, risks and opportunities related to climate change mitigation/adaptation and energy identified according to the materiality assessment described in section [10.1.2 - Double Materiality Assessment](#), of this report are:

Impact on the environment and society	Risks & Opportunities for the Fourlis Group	Management
1. Energy & Waste Emissions		
Climate Change: Adapting to climate change		
	<p>Risk: IRO 1 Climate-related natural hazards The potential for extreme weather events will significantly affect operations across the entire value chain</p>	<ul style="list-style-type: none"> The Group maintains comprehensive insurance coverage for all its facilities for risks associated with natural disasters as part of its mitigation strategy.

Impact on the environment and society		Risks & Opportunities for the Fourlis Group		Management
			and could lead to prolonged disruptions.	<ul style="list-style-type: none"> The Group conducted a climate resilience analysis in 2025 to assess and address the risks associated with extreme weather events.
			<p>Risk: IRO 2 Transition risks related to climate change</p> <p>The possibility that transition risks are not taken into account and that there is no planning to deal with them.</p>	Fourlis Group ensures that its strategic planning and investment decisions are aligned with evolving climate regulations and market expectations.
Climate Change: Climate change mitigation				
↓	<p><u>Impact on the environment:</u> Worsening climate change, through warming and deteriorating air quality.</p>	↓	<p>Impact: IRO 3 Production of greenhouse gas emissions</p> <p>Unmanaged emission reduction through energy efficiency, renewables and energy consumption reduction</p>	In order to reduce its environmental impact and contribute to the mitigation of climate change, Fourlis Group has assessed the carbon footprint of its activities based on the GHG Protocol and ISO 14064-1:2018 standards and in accordance with the guidelines of the National Law on Climate (4936/27.05.2022) and carries out actions which are detailed in section 2.2.5 <i>Actions</i> of this report.
Climate Change: Energy				
			<p>Opportunity: IRO 6 Investments in renewable energy sources</p> <p>The ability to make the strategic decision to create more renewable energy sources in Group facilities.</p>	Fourlis Group invests in renewable energy solutions.
↓	<p><u>Impact on the environment</u> Fourlis Group's total energy consumption and retail footprint contributes significantly to Scope 2 emissions.</p>	↓	<p>Impact: IRO 5 Energy consumption in retail stores</p> <p>It represents the environmental impact of the total number of retail outlets in all geographical locations, across the country and abroad</p>	Fourlis Group implements actions within the framework of its broader strategy to reduce its environmental footprint.

Table 8

↑ Positive impact on the environment and society or on the business activity of the Fournalis Group

↓ Negative impact on the environment and society or on the business activity of the Fournalis Group

The time horizon of potential or actual risks/opportunities is indicated in Table 5 of this report.

10.2.2.5 Actions

{ESRS E1-3 / GRI 3-3}

The Group's key strategic actions on climate change are the following:

Adapting to climate change

Risk (IRO 1): Climate-related natural hazards

The Fournalis Group acknowledges the operational risks posed by extreme weather events and has implemented a series of climate change adaptation measures to minimise problems along its value chain.

The Group

- Maintains comprehensive insurance coverage for all facilities, including protection against natural disasters and business interruption, as part of its overall risk mitigation strategy. This ensures economic resilience in the event of operational disruptions caused by climate.
- In the context of the requirements of the European Sustainability Reporting Standards (ESRS), Fournalis Group conducted a climate resilience analysis in 2025, aiming to assess the risks associated with natural climate hazards and extreme weather events. This analysis was carried out for Greece, taking into account the potential impacts on business operations and the value chain.

Risk (IRO 2): Transition risks related to climate change

To mitigate transition risks, Fournalis Group ensures that its strategic planning and investment decisions are aligned with evolving climate regulations and market expectations.

The Group:

- Monitors regulatory changes within the EU and CSRD taxonomy, incorporating sustainability considerations into decision-making to avoid compliance risks.
- Implements a due diligence framework that systematically identifies, assesses and mitigates climate-related risks and opportunities.

To mitigate the financial risks associated with rising energy costs, the Fournalis Group has implemented a multifaceted energy efficiency strategy.

In addition to what is mentioned in IRO 6, the Group also implements the following:

- It implements smart energy management systems to monitor and optimise energy consumption in the facilities.
- It upgrades infrastructure with energy efficient technologies, including LED lighting, HVAC improvements and energy demand reduction.
- It negotiates energy supply contracts to ensure cost-effective pricing of electricity, mitigating the impact of price volatility.

Climate change mitigation

Negative Effect (IRO 3): Production of greenhouse gas emissions

Fourlis Group actively implements initiatives to reduce greenhouse gas emissions in order to enhance operational efficiency, reduce costs and align with regulatory requirements.

The Group:

- It invests in renewable energy solutions, such as the installation and use of photovoltaic systems, reducing dependence on fossil fuels.
- It boosts energy efficiency through LED lighting, HVAC upgrades and smart energy management systems, optimising energy consumption and reducing emissions.
- It implements tools to monitor and measure its carbon footprint, ensuring transparency of data, discloses Scope 1 and 2 emissions, and uses all the data for informed decision-making.
- Fourlis Group purchased energy with Guarantee of Origin in Greece for the year 2025, strengthening its commitment to the use of renewable energy sources.

Energy

Opportunity (IRO 6): Investments in renewable energy sources

Fourlis Group has taken strategic measures to expand the use of renewable energy sources in all its activities, ensuring long-term energy sustainability and reduced dependence on fossil fuels.

The Group:

- It invests in photovoltaic installations, giving priority to self-consumption and net metering, reducing its dependence on grid electricity. (Schimatari Warehouse - Trade Logistics)
- At the same time, it invests in photovoltaic installations for sale to the grid. (Schimatari Warehouse - Trade Logistics)
- In 2026, the project for the utilization of solar energy from photovoltaic systems for the production of hot water (IKEA store in Thessaloniki - HOUSEMARKET S.A.).

Negative Impact (IRO 5): Energy consumption in retail stores

With a large retail network in many countries, the Fourlis Group is constantly working to minimise the environmental impact of energy consumption.

The Group:

- Reduces energy consumption in Intersport stores by turning off lights, including illuminated signage, during night hours to minimise unnecessary electricity use.
- Expands the supply of renewable energy for retail outlets by evaluating opportunities for the supply of green energy.
- Upgrades retail stores with energy-efficient solutions such as automated lighting controls and optimised settings.
- The new IKEA stores in Greece, which opened during the year, were designed from the outset with high energy efficiency standards.

{ESRS E1-3, ESRS2-MDR-A}

During 2025, Fourlis Group implemented a comprehensive energy upgrade and carbonization program, with the main project being the interventions at the IKEA store in Thessaloniki, which started in 2024 and was completed in 2025. For the action €838,928 in 2025 was allocated (total two-year investment of €1,320,098). The project included the upgrade of the Building Management System (BMS) - a centralized automation system that allows real-time monitoring and optimization of the operation of air conditioning, ventilation and other subsystems (€111,200), the replacement of the old heating and cooling units with new high-efficiency units (€1,107,200), the installation of an active solar system for the production of domestic hot water (€49,498) and the upgrade of the existing air conditioning subsystem in the Exit Café (€52,500). These investments substantially enhanced the energy efficiency of

the store, reduced the overall energy consumption and contributed to the Group's goal to phase out fossil fuels by eliminating the use of oil for air conditioning and hot water production. This action covers IROs horizontally: *reducing greenhouse gas emissions (IRO 3), increasing investment in renewable energy (IRO 6), reducing energy consumption in shops (IRO 5) and limiting exposure to rising energy prices (IRO 7)*, as it simultaneously addresses improving energy efficiency, carbonising infrastructure and protecting against energy costs.

The Group's goal is to fully transition its existing stores into fossil fuel-free solutions and reduce the corresponding environmental and financial footprint. The program will continue in the coming years, with similar energy upgrades planned in other IKEA stores. As part of this project, a low-interest loan has been secured from the Development and Resilience Fund for existing and future fossil fuel divestment activities in IKEA stores in Greece.

These actions are aligned with the Group's Sustainable Development Strategy and Policy and the new Environmental Strategy of InterIKEA (which is the central supplier and body that sets the mandatory guidelines for all companies operating the IKEA brand), which set guidelines for high energy efficiency, carbonisation and increased use of renewable energy sources.

10.2.2.6 Fourlis Group Sustainability Targets

{E1-4 AE25a}

The Fourlis Group has adopted targets for the reduction of greenhouse gas emissions in order to manage the identified impacts, risks and opportunities related to climate change mitigation and to fulfill its commitments to reduce its environmental footprint. In Table 16, the column 'Base year' shows the year chosen as the reference for each target, while the column 'Targets' indicates the country of activity to which the target applies; otherwise 'Group' is indicated. To ensure the representativeness of the baseline, the Group has chosen as the baseline the first year in which the systematic measurement of emissions began, without the use of averages. In setting the targets, European and global reduction commitments were assessed, and a survey of industry peers was carried out. In relation to the methodology applied by the Group for setting the objectives, the medium- and short-term objectives are set on the basis of the approved action plan. No climate scenarios have been used and the targets, at this stage, are not verified and scientifically based to ensure their compliance with the Paris Agreement. In order to achieve the targets, the Group evaluated reduction opportunities and carbonisation mechanisms and found that the replacement of fossil fuels and the use of renewable energy sources in the Group's energy mix through either self-generation or supply from the electricity provider are the main reduction opportunities.

{ESRS E1-4, GRI 3-3}

Targets	Base year	Base year measurement (tCO2e)	2025 (tCO2e)	% Change compared to base year	2025 (short-term)	2026 to 2030 (medium-term)	2031 to 2050 (long-term)
CO2 emissions - Scope 1							
Scope 1 greenhouse gas emissions - Group	2025	2,502.68	2,502.68	0%	Calculation	Setting targets	-
Scope 1 greenhouse gas emissions - GR	2023	1,712.41	1,451.77	-15%	-2%	-40%	-
Scope 1 - Direct emissions from stationary combustion - GR *	2023	694.32	583.05	-16%	-4%	-100%	-100%
CO2 emissions - Scope 2							
Market-based indirect gross GHG emissions (Scope 2) - Group	2025	12,602.81	12,602.81	0%	Calculation	Setting targets	-

Targets	Base year	Base year measurement (tCO2e)	2025 (tCO2e)	% Change compared to base year	2025 (short-term)	2026 to 2030 (medium-term)	2031 to 2050 (long-term)
Market-based indirect gross GHG emissions (Scope 2) - GR **	2023	9,467.89	5,757.19	-39%	-34%	-50%	-100%
Market-based indirect gross GHG emissions (Scope 2) - GR - Comparative LFL ***	2023	9,343.98	4,908.68	-47%	-34%	-50%	-100%
CO2 emissions - Scope 3							
Total gross indirect greenhouse gas emissions Scope 3 - GR Total categories 1,2,4,6,7	2025	97,238.29	97,238.29	0%	Calculation	Defining objectives and adding additional scope3 categories	-
Scope 3 (GR) (1) Purchased goods and services	2025	74,073.33	74,073.33	0%	Calculation	Setting targets	-
Scope 3 (GR) (2) Capital goods	2025	21,429.86	21,429.86	0%	Calculation	Setting targets and	-
Scope 3 (GR) (4) Upstream transportation and distribution (middle mile)	2025	355.75	355.75	0%	Calculation	Setting targets	-
Scope 3 (GR) (6) Business travel	2025	277.21	277.21	0%	Calculation	Setting targets	-
Scope 3 (GR) (7) Employee commuting	2025	1,102.14	1,102.14	0%	Calculation	Setting targets	-

Table 9

Clarifications regarding Scope 1 - Direct Emissions from Combustion in Stationary Sources (GR) *, Market Based(GR) **, Market Based (GR) Comparative LFL *** are given in subsection 10.2.2.7 - Reference principles for measurements.

Progress in Targets

○ CO2e Emissions - Scope 1

In 2025, Furlis Group achieved a 16% reduction in Scope 1 emissions from the consumption of fuels from stationary sources in Greece, reducing emissions from 694.32 tCO2e in 2023 to 583.05 tCO2e. This reduction exceeds the Group's short-term target of a 4% reduction, contributing to the achievement of the medium-term target for the complete elimination of emissions from stationary combustion in Greece by 2030. At the level of total Scope 1 emissions for Greece, emissions decreased from 1.712,41 tCO2e (2023) to

1,451.77 tCO₂e in 2025, a 15% reduction, which also exceeds the corresponding short-term reduction target by 2% and is in line with the medium-term target (-40% by 2030). For the Group as a whole at Scope 1 level, 2025 is the base year, with total emissions of 2,502.68 tCO₂e, which will be used as a benchmark for setting future corporate carbon targets.

○ **CO₂e Emissions - Scope 2**

In 2025, Fourlis Group's Scope 2 (Market-based) emissions were recorded at 12,602.81 tCO₂e, with this year being the new base year for setting future corporate reduction targets. In Greece, Scope 2 (Market-based) emissions decreased significantly to 5,757.19 tCO₂e, a 39% reduction compared to the base year 2023 (9,467.89 tCO₂e). This performance is already on track to meet the medium-term target of a 50% reduction by 2030.

An even stronger picture emerges when the analysis is restricted to those installations that are fully comparable Like-for-Like (LFL): emissions decreased from 9,343.98 tCO₂e in 2023 to 4,908.68 tCO₂e in 2025, a 47% reduction, exceeding the Group's short-term target of a 34% reduction.

○ **CO₂e Emissions - Scope 3**

In 2025, Fourlis Group started the assessment of Scope 3 emissions in Greece, focusing on data collection strategies for various emission categories. As part of this effort, the Group started by mapping activities downstream, prioritising emissions related to transport from third-party logistics providers, as well as emissions from commuting and business travel. While this is a crucial first step, the full mapping of the value chain is not yet complete. Moving forward, the Group will expand its assessment to additional Scope 3 categories and extend its measurements to Cyprus, Bulgaria and Romania in the coming years.

10.2.2.7 Performance indicators/Metrics

Energy consumption and energy mix

{ESRS E1-5 38 / GRI 302-3 / ATHEX ESG C-E3}

Energy consumption and energy mix - Group		
Energy consumption	Measurement unit	2025
(1) Consumption of coal fuel and coal products	MWh	0
(2) Consumption of fuel from crude oil and petroleum products	MWh	3,004.76
(3) Gas fuel consumption	MWh	6,558.8
(4) Fuel consumption from other fossil sources	MWh	0
(5) Consumption of electricity, heat, steam and cooling purchased or obtained from fossil sources	MWh	35,466.78
(6) Total energy consumption from fossil sources (calculated as the sum of lines 1 to 5)	MWh	45,030.34
Share of fossil sources in total energy consumption	%	83.17%
(7) Consumption from nuclear sources	MWh	0,00
Share of consumption from nuclear sources in total energy consumption	%	0%
(8) Consumption of fuel for renewable sources, including biomass (which also includes industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources, etc.)	MWh	0,00

Energy consumption and energy mix - Group		
Energy consumption	Measurement unit	2025
(9) Consumption of electricity, heat, steam and cooling purchased or obtained from renewable sources	MWh	8,485.24
(10) Consumption of self-produced energy from renewable sources not as fuel	MWh	630.14
(11) Total energy consumption from renewable sources (calculated as the sum of lines 8 to 10)	MWh	9,115.38
Share of renewable sources in total energy consumption	%	16.83%
Total energy consumption (MWh) (calculated as the sum of lines 6 and 11)	MWh	54,145.72
Energy intensity based on net revenue (MWh/turnover €)		2025
		9.12*10 ⁻⁵

Table 10

Energy consumption and energy mix - Greece			
Energy consumption (Greece)	Measurement unit	2025	2024
(1) Consumption of coal fuel and coal products	MWh	0,00	0,00
(2) Consumption of fuel from crude oil and petroleum products	MWh	2,151.44	2,191.09
(3) Gas fuel consumption	MWh	2,506.47	1,982.39
(4) Fuel consumption from other fossil sources	MWh	0,00	0,00
(5) Consumption of electricity, heat, steam and cooling purchased or obtained from fossil sources	MWh	19,279.86	25,594.53
(6) Total energy consumption from fossil sources (calculated as the sum of lines 1 to 5)	MWh	23,937.77	29,768.01
Share of fossil sources in total energy consumption	%	72.42%	98.95%
(7) Consumption from nuclear sources	MWh	0,00	0,00
Share of consumption from nuclear sources in total energy consumption	%	0%	0%
(8) Consumption of fuel for renewable sources, including biomass (which also includes industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources, etc.)	MWh	0,00	0,00
(9) Consumption of electricity, heat, steam and cooling purchased or obtained from renewable sources	MWh	8,485.24	0.00
(10) Consumption of self-produced energy from renewable sources not as fuel	MWh	630,14	314.62
Share of renewable sources in total energy consumption	%	27.58%	1.05%
(11) Total energy consumption from renewable sources (calculated as the sum of lines 8 to 10)	MWh	9,115.38	314.62
Total energy consumption (MWh) (calculated as the sum of lines 6 and 11)	MWh	33,053.15	30,082.63
Energy intensity based on net revenue (MWh/turnover)		% N/N-1	2025
		81%	7.61*10 ⁻⁵
			9.4*10 ⁻⁵

Table 11

N : Reference period

Greenhouse gas emissions (GHG emissions)

{ESRS E1 E1-6 / GRI 305-1, GRI 305-2 , GRI 305-3 / ATHEX ESG C-E1,E2}

Gross emissions of application fields 1, 2, 3 and total emissions of greenhouse gases - Group		
Greenhouse gas emissions tCO₂e	2025	2024
Scope 1 greenhouse gas emissions (Scope 1)	2,502.68	-
Location-based indirect gross GHG emissions (Location-based indirect GHG emissions - Scope 2)	12,524.38	-
Market-based indirect gross GHG emissions (Market-based indirect GHG emissions - Scope 2)	12,602.81	-
Total gross indirect greenhouse gas emissions (Scope 3)	97,238.91	-
Scope 3 - (1) Purchased goods and services	7,4073.33	-
Scope 3 - (2) Capital goods	2,1429.86	-
Scope 3 - (4) Upstream transportation and distribution (middle mile)	355.75	-
Scope 3 - (6) Business traveling	277.21	-
Scope 3 - (7) Employee commuting	1,102.13	-
Total greenhouse gas emissions (based on location)	112,265.97	-
Total greenhouse gas emissions (market-based)	112,344.4	-

Table 12

The gross indirect greenhouse gas emissions under Scope 3 presented in Table 12 refer exclusively to the measurements conducted in Greece.

Gross emissions of application fields 1, 2, 3 and total emissions of greenhouse gases - Greece		
Greenhouse gas emissions tCO₂e	2025	2024
Scope 1 greenhouse gas emissions (Scope 1)	1,451.77	1,500
Gross emissions of greenhouse gases -Scope 2	6,464.76	6,483
Location-based indirect GHG emissions - Scope 2		
Gross greenhouse gas emissions scope 2	5,757.19	9,343
Market-based indirect GHG emissions (Scope 2)		
Total gross indirect greenhouse gas emissions - Scope 3	97,238.91	-
Scope 3 - (1) Purchased goods and services	7,4073.33	
Scope 3 - (2) Capital goods	2,1429.86	
Scope 3 - (4) Upstream transportation and distribution (middle mile)	355.75	
Scope 3 - (6) Business traveling	277.21	
Scope 3 - (7) Employee commuting	1,102.13	

Gross emissions of application fields 1, 2, 3 and total emissions of greenhouse gases - Greece		
Greenhouse gas emissions tCO₂e	2025	2024
Total greenhouse gas emissions (based on location)(tCO ₂ eq)	105,155.44	
Total greenhouse gas emissions (market-based) (tCO ₂ eq)	104,447.87	

Table 13

{ESRS E1-6 AR 55}

Greenhouse gas intensity by net revenue (Group)	2025	2024	% N / N-1
Total greenhouse gas emissions (location-based) per net revenue (tCO ₂ eq/currency unit - €)	1.891*10 ⁻⁵	-	-
Total greenhouse gas emissions (market-based) per net revenue (tCO ₂ eq/ currency unit - €)	1.882*10 ⁻⁵	-	-

Table 14

Greenhouse gas intensity by net revenue (Greece)	2025	2024	% N / N-1
Total greenhouse gas emissions (location-based) per net revenue (tCO ₂ eq/currency unit - €)	2.42*10 ⁻⁵	-	-
Total greenhouse gas emissions (market-based) per net revenue (tCO ₂ eq/currency unit - €)	2.40*10 ⁻⁵	-	-

Table 15

N : Reference period

Turnover 2025 Greece: 434.2m €

Turnover 2025 Group: 593.7m €

Greenhouse gas emissions by business sector

Greenhouse gas emissions tCO₂e	Greece	Cyprus	Romania	Bulgaria	Fourlis Group
Scope 1 Greenhouse Gas Emissions (Scope 1)	1,451.77	157.44	219.45	674.02	2,502.68
Location-based indirect gross GHG emissions - Scope 2 (Location-based indirect GHG emissions - Scope 2)	6,464.76	2,915.73	783.91	2,359.98	12,524.38
Market-based indirect gross GHG emissions - Scope 2 (Market-based indirect GHG emissions - Scope 2)	5,757.19	3,119.4	843.82	2,882.4	12,602.81
Total gross indirect greenhouse gas emissions Scope 3 (Scope 3)	97,238.91	0	0	0	97,238.91
Total greenhouse gas emissions (based on location)	105,155.44	3,073.17	1,003.36	3034	112,265.97
Total greenhouse gas emissions (market-based)	104,447.87	3,276.84	1063,27	3,556.42	112,344.4

Table 16

Greenhouse gas emissions tCO₂e - Greece	2025	2024
Greenhouse Gas Emissions (Scope 1)	1,451.77	1,500
Location-based indirect gross GHG emissions - Scope 2 (Location-based indirect GHG emissions - Scope 2)	6,464.76	6,483

Greenhouse gas emissions tCO2e - Greece	2025	2024
Market-based indirect gross GHG emissions - Scope 2 (Market-based indirect GHG emissions - Scope 2)	5,757.19	9,343
Total gross indirect greenhouse gas emissions Scope 3 (Scope 3)	97,238.91	-
Total greenhouse gas emissions (based on location)	105,155.44	-
Total greenhouse gas emissions (market-based)	104,447.87	-

Table 17

Reporting principles for metrics

1. Scope 1 & Scope 2 and energy consumption measurements for 2025 cover the whole Group (Greece, Cyprus, Bulgaria and Romania).
2. * Measurements from locked-in greenhouse gas emissions from reserve oil fuel stocks for generators and fire-fighting systems are not included in Scope 1 - Direct Emissions from combustion in stationary sources (GR) and constitute 0,02% of the total in Greece.
3. **Measurements from locked greenhouse gas emissions from electricity consumption in retail stores in leased commercial premises are included in the Reduction Actions-Market Based (GR) objective.
4. *** The "Reduction Actions - Market Based (GR) Comparative LFL" indicator, presented in the Group's targets, has been calculated based on Like-for-Like (LFL) comparisons with respect to the year 2024. To ensure the accuracy and comparability of the data, all establishments (physical stores) that were not active throughout both years (2024 and 2025) were excluded from the Scope 2 calculations. In particular, any installations opened or closed during this period were not included in the calculations in order to avoid distorting the results of the comparison.
5. For the calculation of energy consumption and scope 1, the official "Energy consumption conversion factors in equivalent tons of CO₂ – Year 2024" of Greece as available on the website (ypen.gov.gr) of the Ministry of Environment and Energy were used. The same rates were applied in the other countries of the Group, as the differences between national rates are limited.
6. The carbon footprint results may differ for the Group's companies in Greece that fall within the scope of the National Climate Law for 2025, as revised emission factors are expected from the Ministry of Environment and Energy for 2025.
7. For the calculation of emissions from refrigerants, the Group uses the DEFRA 2024 emission factors. These factors apply to the types and quantities of refrigerants used in refrigeration and air conditioning systems, in accordance with the GHG Protocol methodology for direct emissions in Scope 1.
8. For the estimation of the carbon footprint of scope 1 of the Fourlis Group, the method of calculation (activity data x emission factors x GWP) was used.
9. Location-based emissions Scope 2 (Scope 2): relate to the average emissions intensity of the country's grid where the electricity is used and are calculated using the average emission factor of the country's energy mix from the grid - production mix. The emission factors used by country were derived from:
 - the official rates of the Ministry of Environment and Energy and the file "RES and Guarantees of Origin Manager S.A. - Energy Mix 2024", published in June 2025, for Greece;
 - the AIB European Production mix 2024 published in May 2025 for Bulgaria, Cyprus and Romania. (AIB (Association of Issuing Bodies) is the European organisation that issues and manages the Guarantees of Origin and publishes official energy mixes for the countries of Europe)
10. Market-based emissions Scope 2 (Scope 2): relate to emissions calculated on the basis of the Supplier's energy mix, taking into account Guarantees of Origin and other origin-specific electricity products that the Supplier offered to a share of its customers during the year.

They are calculated on the basis of the energy mix. More specifically, the emission factors used per country were derived from:

- the official rates of the Ministry of Environment and Energy and the file "RES and Guarantees of Origin Manager S.A. - Energy Mix 2024", published in June 2025, for Greece;
 - the official publication of the Cyprus Transmission System Operator (TSO) "Energy Mix of Electricity in Cyprus for 2024" which was published in June 2025 for Cyprus;
 - the AIB European Residual Mix 2024 which was published in May 2025 for Bulgaria and Romania, as there is no officially published national energy mix in these two countries.
11. For the cases where the energy mix of the energy supplied to the installations was unknown in Greece and Cyprus, the average emission factor of the country's energy mix as derived from the national grid was used (IAPEP 2024 & IEMC 2024 respectively).
 12. For the calculation of Scope 2 (market-based) emissions, the electricity consumptions covered by Guarantees of Origin (GOs) supplied by the Group for Medium Voltage in 2025 have been excluded from the corresponding market-based Scope 2 (Scope 2) measurements. These quantities are considered to be decarbonised, in line with the GHG Protocol principles for purchased conventional renewable energy.
 13. The Fourlis Group is active in the trade and transport sectors, with NACE codes that include sector G (Wholesale and Retail Trade) and sector H (Transport and Storage). Therefore, for the calculation of the emissions and energy intensity (table 18) within the Group, the turnover of all activities was used as they are considered to have a high climate impact.
 14. For the calculation of indirect emissions, the gases CO₂, CH₄ and N₂O were included in the calculations.
 15. The Group is not subject to any regulated emission system (e.g. EU-ETS).
 16. The Group does not use biomass therefore all biogenic emissions are considered to be zero.
 17. Emissions calculations from the consumption of fuel from stationary sources (heating oil/generator oil and oil for fire extinguishing system) were based on the quantities purchased by the Group companies within the reporting period according to the relevant purchase documents.
 18. In the reporting year 2025, Fourlis Group has completed the initial mapping of Scope 3 GHG emissions, in accordance with the requirements of the ESRS E1 standards and the GHG Protocol guidelines. The measurements relate exclusively to the Group's activities in Greece, as the current period is the first pilot year in which the Group systematically applies a Scope 3 emissions recording and calculation methodology. In this context, all Scope 3 subcategories were assessed in accordance with the GHG Protocol guidelines and the Group's materiality criteria. Consideration was given to the degree of control and influence of the Group, the availability of reliable data, the relevance of the activities to the business function and the possibility of quantification with sufficient precision.
For the calculation of emissions across each Scope 3 sub-category, the Group used appropriate emission factors selected based on the nature of each activity and the quality of available data. The GHG emission factors applied for Scope 3 calculations are sourced from databases covering both economic-based conversion factors and primary activity-based data (such as Exiobase, BEIS, DEFRA, CEDA). For each individual calculation, the most representative emission factor was selected, according to the type of activity (e.g., transportation, business travel, purchased goods and services) and its geographical or operational origin.

The categories of scope 3 of this report are:

- **Category 1 - Purchased Goods & Services:**
Emissions are calculated using a spend-based methodology, applying emission factors per euro of operating expenditure (OPEX). The scope of application includes all relevant procurement costs of the Greek activities.
- **Category 2 - Capital Goods:**
Emissions are calculated using a spend-based approach on capital expenditure (CAPEX) in Greece.
- **Category 4 - Upstream Transportation & Distribution:**

The emissions relate exclusively to middle-mile transportation, meaning the movement of products from Trade Logistics Distribution Centers to the Group's retail stores. These transports do not include supplier-to-Group facility movements within Greece. Where actual data is available from contracted carriers, an activity-based calculation approach is applied. For the remaining transport services, a spend-based calculation methodology is used as a supplementary approach.

- **Category 6 - Business Travel:**

Emissions are calculated using actual data provided by travel suppliers (e.g., air travel, accommodation), applying an activity-based calculation approach. Additionally, in cases where complete data is not available by the suppliers, a spend-based calculation methodology is applied. The data covers all employee business travel activities in Greece.

- **Category 7 - Employee Commuting:**

Emissions are based on an employee mobility survey, in which 34% of staff participated. The results were statistically analysed by company and country, and applied to all employees of Greek companies.

For the 2025 reporting year, the share of Scope 3 GHG emissions based on primary data amounts to 2%. The remaining proportion was calculated using spend-based data, applying appropriate emission factors and the methodological approach described in the relevant sections.

10.2.3 E5 - Use of Resources and Circular Economy

Waste Management

10.2.3.1 Policies related to resource use and the circular economy

{ESRS E5-1}

Fourlis Group has established policies and strategic initiatives to enhance resource efficiency and circular economy practices, integrating sustainability into its operations, supply chain and product life cycle management.

The sustainability strategy and policy serves as a guiding framework for identifying, assessing, prioritising and managing risks, opportunities and impacts related to resource consumption, waste reduction and sustainable procurement.

The sustainability policy, short-, medium-, and long-term sustainable development business and investment plans, the objectives/targets, and the annual action plans are evaluated and approved by the Group's Board of Directors under proposal of the Sustainability Committee. The Group's Sustainable Development Department is responsible for the implementation of the policy.

The sustainability due diligence process ensures that all relevant environmental risks and opportunities are systematically assessed and integrated into business decision-making. Through a structured methodology, the Group identifies key resource-related challenges, assesses their significance and determines appropriate mitigation or improvement strategies.

At the same time, the Fourlis Group Supplier Code of Conduct reinforces sustainability commitments throughout the value chain. The Group expects all suppliers to acknowledge and comply with the Code, which forms an integral part of supplier agreements and is attached as an annex to all contracts. This Code sets clear expectations for suppliers in terms of environmental protection, responsible use of resources and sustainability performance.

The scope of the Sustainability policy and Supplier Code of Conduct applies to all Group companies and its value chain.

The Sustainability Strategy and Policy as well as the Supplier Code of Conduct are published on the Fourlis Group website [Internal Control System | Fourlis Group](#).

10.2.3.2 The identification and assessment of material impacts, risks and opportunities

{ESRS E5.IRO-1 / GRI 3-3}

The material impacts, risks and opportunities related to resource use and the circular economy have been identified by conducting a double materiality assessment and based on the Group's risk management principles and procedures. The methodology for conducting the materiality analysis is described in [section 10.1.2 - Double Materiality Assessment](#), of this report.

Material impacts, risks and opportunities related to resource use and the circular economy

Impacts on the environment and society	Risks and opportunities for the Fourlis Group	Management
Waste Management		
Waste		
	<p>Opportunity: IRO 9 Circular economy business practices for packaging The possibility to identify and implement actions that integrate CE principles in packaging could prove to be a great opportunity. The Fourlis Group could strengthen its economic and environmental resilience as well as its market position as a progressive, sustainable company. (cost efficiency and resource optimisation, brand reputation and customer loyalty, regulatory compliance and risk mitigation).</p>	<p>For the packaging of products sent via e-commerce, Fourlis Group companies use recyclable materials, certified according to current recycling standards.</p>
<p>↓ <u>Impact on the environment:</u> Increased pollution, pollution of landfills, emissions from waste combustion. Inefficient recycling processes lead to increased greenhouse gas emissions.</p> <p>↓ <u>Impact on society:</u> Potential public health impacts.</p>	<p>↓ Impact: IRO 13 Total waste generation It concerns the risk of high waste generation from the Group's activities and the value chain (upstream and downstream), which may lead to increased management costs and negative environmental impacts. Negative image for Group companies and loss of consumer confidence.</p>	<ul style="list-style-type: none"> • The subsidiary of Housemarket Group S.A. has invested in an electronic system for monitoring and recording food waste in restaurant kitchens (Waste Watchers) • The Fourlis Group implements recycling programs in cooperation with competent bodies for the sorting and appropriate treatment of individual waste categories. • The Fourlis Group has taken significant steps to reduce single-use plastics in all its activities.
	<p>Risk: IRO 41 Risk of non-compliance with waste management regulations and high costs. It concerns the risk of not complying</p>	<ul style="list-style-type: none"> • Cooperation with certified bodies for recycling and waste management.

Impacts on the environment and society	Risks and opportunities for the Fourlis Group	Management
	<p>with environmental management legislation (e.g. EU waste directives, national regulations), can lead to fines, penalties and increased costs for waste collection, transport and treatment.</p> <p>Negative image for Group companies, loss of consumer confidence.</p>	<ul style="list-style-type: none"> • It monitors costs and seek solutions to reduce waste through contracts with specialised providers. • The Fourlis Group systematically monitors developments in the relevant legislation and implements the necessary actions for compliance and effective management.

Table 18



Positive impact on the environment and society or on the business activity of the Fourlis Group



Negative impact on the environment and society or on the business activity of the Fourlis Group

The time horizon of potential or actual risks/opportunities is indicated in Table 5 of this report.

10.2.3.3 Actions related to resource use and the circular economy

{ESRS E5-2 / GRI 306-2}

Resource inputs (including use of resources)

Opportunity (IRO 9): Circular economy business practices for packaging

- Sportswear Market replaced traditional disposable cartons with reusable plastic containers for the transportation of goods within Greece. These reusable containers are used for internal logistics from Trade Logistics' warehouses to Intersport stores in Greece.
- All Intersport e-commerce orders from Sportswear Market MAE, Sportswear Market (Cyprus) Ltd, Genco Trade Srl and Genco Bulgaria Eood are packaged using recyclable materials, which are sourced to meet recycling standards. This initiative applies to Intersport's e-commerce activities in Greece, Cyprus, Bulgaria and Romania, ensuring that all online orders in all these regions use sustainable packaging solutions.

In line with the requirements of the ESRS, although targets have been set for the integration of circular economy principles, the relevant actions have not yet been quantified, as the process of developing and systematically monitoring them is ongoing.

The Group continues to prepare for the definition of measurable indicators and the full quantification of actions in the coming years.

Waste

Negative Impact (IRO 13): Total waste generation

Fourlis Group has developed and implements a series of initiatives aimed at enhancing resource efficiency and circular economy practices in all its activities. These initiatives are aligned with the Group's sustainability strategy and policy, focusing on waste reduction, responsible resource management and sustainable partnerships in its value chain.

- Fourlis Group expands its product ranges of recycled materials and products that contribute to a sustainable lifestyle, in support of the principles of the circular economy.
- A key focus area is the implementation of smart recycling systems to monitor and minimise food waste in IKEA's restaurants and bistros. The Waste Watchers system, already in use

in all high-traffic IKEA restaurants, measures food waste generated in kitchen operations, enabling waste reduction strategies. At the same time, every year an official report is produced by Waste Watchers, which shows the progress made against the 2021 baseline year. This report includes the reduction in food wastage, translated into greenhouse gas emissions avoided, in meal equivalents and in monetary value.

- Furlis Group is actively reducing packaging waste and strengthening its recycling infrastructure. In its Trade Logistics and Sportswear Market retail activities in Greece, the Group has replaced disposable cartons with reusable plastic boxes, significantly reducing packaging waste.
- The Group also promotes public awareness of recycling, encouraging both employees and customers to adopt responsible waste disposal habits. Special recycling bins for light bulbs and batteries have been installed at Group facilities in Greece, ensuring the proper disposal of hazardous waste.
- In addition, in Intersport retail stores in Greece, Sportswear Market has introduced special bins for recycling shoes and fabrics, allowing customers to responsibly dispose of used products.
- From 2023, IKEA has implemented targeted initiatives to eliminate plastic waste in restaurants, cafeterias and office spaces, replacing plastic utensils, cups and disposable packaging with biodegradable or reusable alternatives. These changes were introduced, ensuring a reduction in plastic consumption and minimising the Group's environmental footprint.
- In addition, the Group is at an advanced stage of exploration to partner with recycling companies in Greece for the automated collection of recycling data, ensuring greater transparency and traceability of waste streams.
- In IKEA restaurants, waste cooking fats and oils are collected and recycled in cooperation with a certified partner, in accordance with the requirements of Circular 103731/1278/2004 and the Joint Ministerial Decision H.P. 50910/2727/2003 on the management of waste cooking oils and other fats and oils. The total amount of used cooking oils and fats is used exclusively as a recyclable raw material for biodiesel production or for soap making for industrial use, and is not used for any other purpose.
- In 2025, the Group further strengthened its resource and waste management activities, expanding the work completed in the previous year. It contacted organisations that can offer comprehensive and holistic waste management, including recycling and scrapping (material withdrawal). At the same time, it recorded the revenues and expenses of its existing cooperation in Greece. The effort to fully understand and make optimal use of resources continues and will gradually be extended to the other countries where the Group operates.

Risk: IRO 41 Risk of non-compliance with waste management regulations and high costs.

Furlis Group manages the risk of non-compliance with waste management regulations and the related increased costs through an organised and systematic approach. In addition, the Group systematically monitors developments in the relevant environmental legislation and takes all the necessary steps to adapt, ensuring both business continuity and the effective and responsible management of its waste. It works exclusively with certified operators for the recycling and management of waste streams, ensuring full compliance with the relevant legal requirements. At the same time, it closely monitors management costs and constantly seeks optimized solutions, utilizing contracts with specialized providers in order to reduce financial burdens without compromising the quality of services.

10.2.3.4 Sustainability Targets/Targeting Schedule of Furlis Group

{ESRS E5-3 / GRI 3-3}

Target	Base year	Base year measurement	2025	% Change compared to base year	2025 (short-term)	2026 to 2030 (medium-term)	2031 to 2050 (long-term)
Waste management							
Waste (tn) - Greece	2024	2,644	2,404	-9%	Measurement & Mapping, Costs of revenue and costs of recycling	Seeking partnerships to further improve waste management Calculations Actions Setting targets	-
Food waste to landfill (kg)	2024	30,858	27,790	-10%	-	Action plan to eliminate food waste ending to landfills	-

Table 19

Progress towards meeting the targets/Targeting Timetable

- **Waste mapping**

In the Furlis Group, in 2024, the process of waste inventory and mapping in Greece started, which was completed within the reporting year, in line with the short-term target set. The Group aims to extend the mapping to the rest of its countries of operation, with a view to setting waste management targets in the coming years.

- **Food waste to landfill**

At Furlis Group, the issue of food waste has been highlighted through the Waste Watchers system for counting food waste in the kitchens of IKEA restaurants. Despite the significant steps taken to reduce food waste, the need to improve waste management has emerged, as the majority of waste ends up in landfills.

The Group's aim is to develop appropriate partnerships so that this waste is sent for composting. Although a short-term target has not yet been set, the Group is committed to moving towards the target within the next five years, with the aim of achieving zero food waste ending to landfill.

10.2.3.5 Performance indicators/Metrics

{ESRS E5-5 / GRI 306-4 / ATHEX ESG A-E3-3}

Waste Flows

Waste Flows to Waste Facilities in Greece (kg)	2024	2025
NON-HAZARDOUS WASTE		
Wood	67,780	605,830
Metal	71,500	90,360
Plastic	35,105	20,790
Paper	1,046,005	812,873

Waste Flows to Waste Facilities in Greece (kg)	2024	2025
Cooking oil	13,529	15,603
Ενδύματα/Υποδήματα	6,260	5,493
Mixed Municipal Waste	1,333,220	806,525
Food waste	30,858	27,790
HAZARDOUS WASTE		
Batteries	4,016	5,667
Lamps	697	2,233
Electrical & electronic waste	30,861	8,927
Other wastes containing hazardous components (adhesives, etc.)	4,255	1,643

Table 20

Waste management in accordance with the requirements of the ESRS is shown in the table below:

Management (tn)		2024	2025
Hazardous Waste	Burning/ Combustion	0	0
	Landfill	0	0
	Other Disposal/Withdrawal Operations	0	0
	Total Quantity of Hazardous Waste Destined for Disposal	0	0
	Preparing for Reuse	0	0
	Recycling	40	18
	Other Recovery Operations	0	0
	Total Quantity of Hazardous Waste Diverted from Disposal	0	0
	Total Hazardous Waste	40	18
Non-hazardous waste	Burning/ Combustion	0	0
	Landfill	1,364	834
	Other Disposal/Withdrawal Operations	0	0
	Total Quantity of Non-Hazardous Waste Destined for Disposal	1,364	834
	Preparing for Reuse	0	0
	Recycling	1,240	1,551
	Other Recovery Operations	0	0
	Total Quantity of Non-Hazardous Waste Diverted from Disposal	1,240	1,551
	Total Non-Hazardous Waste	2,604	2,385
Total Waste Generated		2,644	2,404
Percentage of Waste Not Recycled		52%	35%

Table 21

Reporting principles for metrics

1. Total Waste Generated does not reflect the Group's total waste, but only the waste generated by the Group's operations in Greece.
2. The measurements of recycled and non-recycled waste refer only to activities in Greece, and the data was collected from the waste collected of its partners.
3. {ESRS1 7.1 84 a,b}
 During the previous reporting year (2024), the available waste-related data did not fully cover all Group activity locations in Greece, resulting in a partial representation. In 2025, a comprehensive and systematic waste management data collection process was implemented across all operational sites in Greece, ensuring that the year's data now fully reflects the actual scope of generated and managed waste. In accordance with the requirements of ESRS 1 regarding the revision of prior-year comparative information for purposes of comparability and reliability, the previous year's data has been revised so that the relevant indicators and targets are based on comparable, consistent, and accurate information.
4. For the year 2025, the Group decided to adopt a more efficient categorization and more effective monitoring of waste. In accordance with the current classification and the data collection methodology applied, the results for Bulky Waste and Excavation, Construction and Demolition Waste (CDW) are presented in aggregate form, which in 2024 had been reported as separate waste categories, under Mixed Municipal Waste.
5. The food waste measurements come from IKEA restaurants in Greece, where the Waste Watchers system is used. The Waste Watchers system is an advanced tool for monitoring and reducing food waste, which is implemented in IKEA restaurants and bistros. It uses artificial intelligence technology combined with a scale, camera and central control unit to automatically record and categorise discarded food.
6. The Group does not produce radioactive waste from its facilities.

10.3 S - Social Responsibility

10.3.1 S1 - Own Workforce

10.3.1.1 Interests and views of stakeholders

{ESRS S1.ESRS 2-SBM-2, S1-2 / GRI 2-29}

At Fourlis Group, employees are a key stakeholder group and an important pillar of the business operation. The term "employees" includes all persons directly employed by the Group's companies, regardless of the country of activity, including full-time and part-time employees, as well as employees with open-ended and fixed-term contracts.

To ensure systematic communication with the human resources, there are defined communication channels managed by the Human Resources Department, while employee confidence in them is enhanced through the existence of an independent and confidential whistleblowing line that allows the submission of concerns with full protection of anonymity. Further information on how and how often to communicate with employees to identify and assess risks, opportunities and impacts is presented in section [10.1.1.8 Stakeholder interests and views](#).

In this reporting year, an employee survey was conducted to collect feedback on working conditions, sustainability issues and overall work experience.

10.3.1.2 Subscriptions

{ESRS S1-1 21 / GRI 2-23}

The Fourlis Group has a Human Rights Policy which is a means of declaring compliance with applicable laws, internationally recognized standards and guidelines, including the Universal Declaration of Human Rights, the International Labour Organization (ILO) and the United Nations Guiding Principles on Business and Human Rights, making it clear that it respects Human Rights and shows no tolerance for their violation. Since 2008, the Fourlis Group has been a signatory to the United Nations Global Compact, the largest international voluntary

initiative for responsible business action and is committed to adopting, supporting and promoting, through its business activities, the ten Principles derived from internationally accepted standards concerning human rights, working conditions, anti-corruption and environmental protection. Fourlis Group is also a founding member of the UN GLOBAL COMPACT NETWORK GREECE.

10.3.1.3 Policies

{ESRS S1-1 19, 21, 22, 23, 24, MDR-P / GRI 2-23, GRI 3-3}

The Group has Codes and policies approved by the Group's Board of Directors related to human resources issues, such as the Code of Conduct, the Human Rights Policy, the Equal Opportunities and Diversity Policy, the Health and Safety Policy, the General Privacy Policy of the Fourlis Group and the Sustainability Strategy and Policy.

The table below summarises the codes and policies, their scope and implementers, as well as the standards/initiatives adhered to through them and the interests of stakeholders.

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Interests of stakeholders
Human Rights Policy	It acknowledges and protects human rights in accordance with international principles and national legislation. It includes commitments to fair treatment and a non-discriminatory working environment, ensuring compliance with fundamental principles on labour and human rights and covers forced/obligatory/child labour.	It applies to all employees, partners and suppliers. There are no exceptions.	Sustainable Development and Social Responsibility Department and Human Resources Department	Employees (through consultations and complaint mechanisms), communities and suppliers (through contracts).
Equal Opportunities and Diversity Policy	Promoting gender equality and diversity in the workplace. Education and development policies without discrimination.	It applies to all employees and the Board of Directors. There are no exceptions.	Human Resources Department	Shareholders (through General Meetings), employees (through internal procedures).
Sustainability Strategy and Policy	Environmental sustainability, social responsibility, governance and transparency. Compliance with ESG criteria.	It applies to the entire Group and its subsidiaries.	Sustainable Development and Social Responsibility Department.	Investors/share holders (through reports), communities (through social/environmental programs), Suppliers, Customers.
Health and Safety Policy	Ensuring a safe and healthy working environment through protective measures and training.	It applies to all employees and partners.	Group Safety & Security Department	Employees (through complaints procedures), suppliers (through contracts).

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Interests of stakeholders
Code of Conduct line– Whistleblowing System)	The Furlis Group's Information Reporting (Whistleblowing) System ensures that employees and other stakeholders can report, in an anonymous and confidential manner, violations of the Code of Conduct and other Group policies.	The Whistleblowing System covers all those who obtain information about violations in a workplace context.	Regulatory Compliance Department	It ensures that complainants and third parties related to them (e.g., relatives, colleagues) are protected from retaliation.

Table 22

All the above policies are published on the Furlis Group website [Internal Control System | Furlis Group](#).

10.3.1.4 The identification and assessment of material impacts, risks and opportunities {ESRS S1.ESRS 2 SBM-3 / GRI 3-3}

The material impacts, the risks and opportunities related to the same workforce have been identified by conducting a double materiality analysis and based on the Group's risk management policies and procedures. The methodology for conducting the materiality analysis is described in section [10.1.2 - Double Materiality Assessment](#), of this report.

Material impacts, risks and opportunities related to the own workforce:

Impacts	Risks and opportunities of the Furlis Group	Management
Working conditions: Equal treatment and equal opportunities for all		
Diversity		
<p>↑</p> <p><u>Impact on society:</u> Diversity and inclusion policies and actions have a strong, positive impact on both employees and the society. By promoting a workplace that values diversity, Furlis Group contributes to reducing inequalities and creating opportunities for underrepresented groups. This contributes to greater social justice and equality.</p>	<p>↑</p> <p>Impact: IRO 25- Diversity and inclusion of human resources Promoting an inclusive working environment, with respect and equal opportunities for all, boosts job satisfaction, engagement and productivity. Diversity helps to create innovative ideas and improve corporate reputation.</p>	<ul style="list-style-type: none"> Code of Conduct prohibiting any form of discrimination. Training of human resources in inclusion and awareness raising. Monitoring diversity indicators (e.g. percentages of women in positions of responsibility). Support programmes for workers with disabilities or other needs.
	<p>Risk: IRO 21 - Lack of required skills and talents of workers (including social and digital skills) It refers to the risk that human resources may not have the necessary skills (technical, social, digital) to respond to evolving market needs and digital transformation requirements,</p>	<ul style="list-style-type: none"> Training and skills development programs (technical, digital, soft skills) for employees at all levels. Collaboration with educational institutions and internal e-learning platform.

Impacts		Risks and opportunities of the Furlis Group		Management
			which may affect competitiveness and productivity.	<ul style="list-style-type: none"> Assessing skills and creating development plans for each employee. Strengthening digital culture through workshops and internal training.
Working conditions: Health Safety & Employee Welfare				
Health and Safety				
			<p>Risk: IRO 16 - Health and Safety Management System - Incidents</p> <p>Risk of an inadequate or ineffective workplace health and safety management system, which can lead to workplace accidents, health problems, legal sanctions and loss of productivity. Reduction of the company's trust and reputation.</p>	<ul style="list-style-type: none"> Occupational Health and Safety Management System. Employees receive regular Health and Safety training. Health and Safety Policy. Regular checks and inspections in the workplace. The Group applies the provisions of the labour legislation of the countries where it operates and assesses the potential risks it may face by taking the necessary measures to prevent any accidents.
Working conditions: Health Safety & Employee Welfare				
Prosperity				
↑	<p><u>Impact on society:</u> Actions that promote the health and well-being of employees contribute to a positive working environment, boost employee morale and have a direct positive impact on employee satisfaction.</p>	↑	<p>Impact: IRO 17 - Health and well-being initiatives for workers</p> <p>Employee health and well-being initiatives that support the physical and mental health of the workforce. Such initiatives further enhance the effectiveness of employees, increase their commitment to the organization, positioning Furlis Group as an employer of choice.</p>	<p>Since 2010, the Sustainable Development and Social Responsibility Division has been implementing the EY ZHN (EF ZIN [Wellness]) programme, which includes actions and initiatives aimed at informing employees about health and wellness issues and encouraging them to adopt a healthier lifestyle.</p>
Working conditions				
↑	<p><u>Impact on society:</u> Effective grievance mechanisms contribute to a positive working environment, enhance trust and support a culture of ethical behaviour.</p>	↑	<p>Impact: IRO 20 - Enhancing communication through relevant mechanisms</p> <p>Grievance mechanisms, such as the Code of Conduct and the Complaints System, are vital to boosting employee confidence and enabling early detection of violations in the workplace.</p>	<p>The Furlis Group maintains strong grievance mechanisms designed to ensure transparency, accountability and employee confidence. The key elements of these mechanisms include the Code of Conduct/System Line Provision of anonymous information (whistleblowing).</p>

Impacts		Risks and opportunities of the Furlis Group		Management
			<p>Risk: IRO 23 - Recruitment procedures Recruitment practices that do not prioritise qualifications, skills and experience as key criteria may lead to reduced efficiency, lower productivity and increased costs in the short term.</p>	<ul style="list-style-type: none"> • The Furlis Group applies common recruitment assessment criteria to all companies (to ensure equal opportunities and combat discrimination). • Equal development opportunities are provided to all Group employees through internal mobility and professional development processes. • The Open Recruitment Policy and Process.

Table 23

↑ Positive impact on the environment and society or on the business activity of the Furlis Group

↓ Negative impact on the environment and society or on the business activity of the Furlis Group

The time horizon of potential or actual risks/opportunities is indicated in Table 5 in Section 10.1.2.3 of this Sustainability Report.

10.3.1.5 Actions
{ESRS S1-4 36-41 / GRI 3-3}

The Group's main strategic actions regarding its human resources are:

Equal treatment and equal opportunities for all
Positive Impact (IRO 25): Diversity and inclusion of human resources

The Furlis Group has adopted an equal opportunities and diversity policy and is committed to providing equal opportunities to all employees and qualified applicants for employment, at all levels of the hierarchy, regardless of race, colour, religion, national origin, ethnic origin, gender, sexual orientation, age, disability, marital status or any other characteristic protected by law. The Group shall ensure that all employment decisions, including but not limited to those relating to recruitment, promotion, training, compensation, benefits, transfer, discipline and dismissal, are free from unlawful discrimination. The Furlis Group expressly prohibits any discrimination or harassment in the workplace at all levels. The Company has elected its Board of Directors with the maximum number of Directors permitted by its Articles of Association to ensure the diversity of gender, age, knowledge, qualifications and experience that serves the Company's objectives.

The Group plans to implement a Job Evaluation for the development of a new Career & Rewards Framework in 2026, aiming at the development of a new, fair and transparent Career & Rewards Framework, in accordance with the requirements of the new Pay Transparency Regulation. This action ensures that career development and pay opportunities are based on transparent and fair processes, promoting an inclusive working environment that fosters trust, commitment and equal treatment of all employees.

{ESRS S1-12 77}

Furlis Group promotes equal employment opportunities and accessibility for all. In this context, in 2025, in cooperation with the Margarita Special Education Workshop, it proceeded to include people with neurodevelopmental disorders in its human resources. The percentage of

employees with disabilities for 2025 is 0.7%, reflecting the Group's commitment to strengthening inclusion.

Training and skills development

Risk (IRO 21): Lack of the required skills and talents of employees

The need to train workers is constant and growing, as competition and modern market requirements constantly create new education and training needs. For this reason, the training of each employee of the Group starts from the moment he or she is hired. Continuous training and education are ensured through adherence to the training plan, which is developed following the annual performance appraisal.

The first training program for every employee in the group is an induction programme, through which newly hired employees are informed about:

- The history, the Principles and the structure of the Group.
- The General Data Protection Regulation (GDPR).
- The Group's Performance Appraisal system.
- The Digital Transformation.
- Diversity & Inclusion.
- Risk Management.
- Conflict of interest.
- The Code of Conduct and the Code of Conduct Line - Whistleblowing system.
- Regulatory Compliance & Policy and Procedure for the Prevention, Identification and Management of Conflicts of Interest.
- Information Security.
- Issues relating to health and safety at work.

This program is implemented in person and at a distance (e-learning). In addition, new employees also receive each company's Internal Work Rules. In addition, all Group employees are members of the FOURLIS Group's "", which has been operating since 2011, and participate in programs according to the requirements of their role and their needs for personal development.

The educational/training programs, which are enriched every year, are developed along four pillars:

- Leadership
- Business Operations
- Health and Safety
- Sales-Promotion of Products

In 2025, the implementation of e-learning trainings on topics such as Human Rights, Diversity & Inclusion, the Compliance & Conflict Management System, Risk Management and Information and Information Systems Security also continued. These trainings are mandatory for everyone.

Health and safety of workers

Risk (IRO 16): Health and safety management system - incidents

The Fourlis Group not only follows the provisions of the labour legislation of the countries where it operates, but also assesses the potential risks it may face and takes the necessary measures to prevent any accidents. At Fourlis Group, ensuring compliance with the Health and Safety Policy is an important priority. Responsible for the implementation of the policy is the Group's Human Resources Department and specifically the Health and Safety Department.

The Fourlis Group has developed and implemented an Occupational Health and Safety management system, which follows all legislative requirements, as well as the requirements of the "ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases". The system covers all the Group's activities, stores and facilities, as well as all human resources (direct employees) and third party employees such as suppliers and partners (indirect employees) working or visiting its facilities. Responsible for the system is the Health and Safety Director of the Fourlis Group.

The Group also has a Risk Management Team, under the responsibility of the Group's Health and Safety Director. Similarly, trained persons for emergency response are available at all Group companies' facilities.

In particular, due to their size and the volume of customers/visitors, IKEA stores operate a control centre, through which all the necessary checks are carried out, such as ventilation, elevators, fire extinguishing and fire safety, etc.

The Group invests in the continuous and regular training of all its employees so that they can respond to emergencies that affect their own safety as well as that of customers/visitors and partners on its premises.

To this end, the following training is provided:

- Conducting a planned annual store evacuation exercise involving customers
- Conducting a planned semi-annual store evacuation exercise, without the participation of customers
- Training of Fire Safety and Firefighting Teams
- Conducting regular fire drills
- First Aid Team Training
- Training of all new employees on health and safety at work
- Regular health and safety at work training for departmental employees, where this is deemed necessary due to the nature of their work, such as those employed in restaurants, warehouses, the decoration team, maintenance, carpentry
- Special safety training video available in all languages of the countries of operation

Promoting the health and well-being of employees

Positive Impact (IRO 17): Wellness initiatives for workers and their families

The "EY ZHN" (Wellness) programme was launched by the Sustainable Development and Social Responsibility Directorate in 2010, with the main objective of informing employees about health and wellness issues and encouraging them to adopt a healthier lifestyle. In the framework of the "EY ZHN" (Wellness) program, actions related to healthy eating, health and mental health, prevention, exercise, etc. Some of the most important programs and actions carried out in 2025 are the operation of the Counselling/Psychological Support Line, the online individual sessions with psychologists, the Dietician Line, the Mental Health 1st Aid training, the Wellness Month which included actions such as massage sessions, yoga, stress management, meditation, fat measuring tests, etc., a men's awareness month for preventing and fighting prostate cancer and raising awareness of men's health issues in general (Movember), as well as participation in sports events and the provision of fitness programs.

Code of Conduct line - Whistleblowing system Positive Impact (IRO 20):

Strengthening communication through relevant mechanisms

{ESRS S1-3 32 b,c,d,e / GRI 2-25}

The Fourlis Group ensures the operation of effective employee grievance mechanisms, which enhance trust, foster a culture of transparency and allow for the timely identification of potential violations in the work environment. In this context, the Group fully complies with Directive 2019/1937 on the protection of persons who report violations of EU law and has established the "Code of Conduct Line" - Whistleblowing system. The system provides for internal reporting channels, monitoring and management procedures related to:

- Product safety and compliance;
- Protection of the environment;
- Food safety;
- Public health protection;
- Consumer protection;
- Protection of privacy and personal data;
- Rules and provisions of corporate tax law.

In keeping with the principles of impartiality and independence, the management of reports has been assigned to the Company's Compliance Manager, who is the person responsible for

receiving, reviewing and following up on cases. Reports can be submitted through the following alternative channels:

- By sending an email to codeofconduct@fourlis.com or by calling the Group's Code of Conduct line - 210 6293010

- By requesting a personal meeting (in person or by teleconference) with the Company's Compliance Manager, within a reasonable period of time from the date of the request. The request must be submitted in writing to codeofconduct@fourlis.com or by a call to the Code of Conduct Line 210 6293010.

Recruitment procedures

Risk (IRO 23): Recruitment procedures

The Group's approach to employment and its relationships with its employees directly affect their performance, retention and development, and are important issues for its long-term sustainable growth.

The following are the main pillars of the Open Resourcing Policy and Procedure, regarding the recruitment and professional development of the Group's human resources:

- Common recruitment assessment criteria across all Group companies to ensure equal opportunities and anti-discrimination.
- Providing equal opportunities for development through internal movement and promotion procedures to all Group employees.
- Maintaining a balance between gender, nationality, religion, political or other opinions, as well as on issues such as disability, sexual orientation, etc., in employee selection and development processes, and in pay and benefits policies.

10.3.1.6 Sustainability Targets of the Fourlis Group

{ESRS S1-5 46, 47 / GRI 3-3 / ATHEX ESG C-S2,S3}

Target	Base year	Base year measurement (%)	2025	% Change compared to base year	2025 (Short-term objective/target)	2026-2030 (Medium Term Objective/target)	2031-2050 (Long-term objective/target)
Female representation in the Fourlis Group							
Percentage (%) of women in the Fourlis Group	2023	55%	57%	2%	≥50%	≥50%	≥50%
Percentage (%) of women in managerial positions (Greece)	2023	43%	45%	14%	≥45%	45%	-
Percentage (%) of women on the Group's Board of Directors	2023	44%	44%	0%	≥33%	≥33%	≥33%
Health & Safety							
Number of deaths due to work-related injuries and health problems	2023	0	0	0%	0	0	0

Table 24

Progress on targets

Furthermore, in the FOURLIS Group

- The participation of women in the Group's workforce has exceeded the set target by 7%.
- At Group level, female representation in management positions is 46%. In Greece, where the official target has been set for this year, the representation of women exceeds the target by 2%. In the coming years, the Group will consider setting similar targets for the other countries of operation, namely Cyprus, Romania and Bulgaria."
- The representation of women on the Group's Board of Directors is 44%, exceeding the target of 33%.

Health and safety

In line with the Group's defined target, there have been no fatalities due to workplace injuries during the reporting period.

10.3.1.1.7 Performance indicators/Metrics

Characteristics of Furlis Group employees

{ESRS S1-6 50a / GRI 2-7, 405-1}

Number of employees by gender		
Sex	Number of employees 2025	Number of employees 2024
Men	1,980	1,934
Women	2,606	2,502
Other	0	0
Not disclosed	0	0
Total Employees	4,586	4,436

Table 25

Number of employees per country of activity		
Country	Number of employees 2025	Number of employees 2024
Greece	3,103	2,679
Cyprus	373	378
Romania	463	709
Bulgaria	647	670
Total Employees	4,586	4,436

Table 26

{ESRS S1-6 50b / GRI 2-7}

Employees by contract type and gender 2025					
	Women	Men	Other	Not disclosed	Total
Full-time employees	1,388	1,306	0	0	2,694
Part-time workers	1,218	674	0	0	1,892
Employees with an open-ended contract	2,450	1,847	0	0	4,297
Employees with a fixed-term contract	156	133	0	0	289
Workers with non-guaranteed working time	0	0	0	0	0

Table 27

Employees by contract type and gender 2024					
	Women	Men	Other	Not disclosed	Total
Full-time employees	1,411	1,327	0	0	2,738
Part-time workers	1,091	607	0	0	1,698
Employees with an open-ended contract	2,204	1,676	0	0	3,880
Employees with a fixed-term contract	298	258	0	0	556
Workers with non-guaranteed working time	0	0	0	0	0

Table 28

Employees by type of contract and country of activity 2025					
	Greece	Cyprus	Romania	Bulgaria	Total
Full-time employees	1,683	205	342	464	2,694
Part-time workers	1,420	168	121	183	1,892
Employees with an open-ended contract	2,968	372	328	629	4,297
Employees with a fixed-term contract	135	1	135	18	289
Workers with non-guaranteed working time	0	0	0	0	0

Table 29

Employees by type of contract and country of activity 2024					
	Greece	Cyprus	Romania	Bulgaria	Total
Full-time employees	1,494	208	533	503	2,738
Part-time workers	1,185	170	176	167	1,698
Employees with an open-ended contract	2,350	376	484	670	3,880
Employees with a fixed-term contract	329	2	225	0	556
Workers with non-guaranteed working time	0	0	0	0	0

Table 30

{ESRS S1-6 50c / GRI 401-1 / ATHEX ESG A-S3}

Retirements and recruitment of employees 2025					
	Greece	Cyprus	Romania	Bulgaria	Total
Percentage of departures, %	34%	49%	61%	57%	41%
Number of employees who left	980	181	284	366	1,811
Number of new recruitments	1,394	177	317	357	2,245

Table 31

Retirements and recruitment of employees 2024					
	Greece	Cyprus	Romania	Bulgaria	Total
Percentage of departures, %	39%	57%	24%	42%	39%
Number of employees who left	994	214	159	261	1,628
Number of new recruitments	1,132	226	250	333	1,941

Table 32

All Fourlis Group employees receive a salary that complies with applicable pay adequacy laws. In addition, 100% of employees are covered by collective labour agreements, while all employees enjoy full social protection either through public programs or through benefits offered by the company. Social protection includes coverage against loss of income due to sickness, unemployment, accidents at work and acquired disability, parental leave and retirement.

100% of the Group's human resources are covered by the health and safety management system, which complies with legal requirements and/or recognised standards and guidelines (national collective labour agreement).

{ESRS S1-15 93 a,b}

Under family benefits and rights, 100% of the Group's employees are entitled to family leave. These leaves are related to family reasons (maternity protection - 9 months, maternity leave, maternity leave, equal leave with reduced working hours, parental leave from the Employment Agency).

Percentage of workers taking family-related leave - Greece	
Women	11%
Men	1%
Total	7%

Table 33

For the rest of the Group's countries of operation, a process of mapping and aggregated data collection is underway with the aim of full monitoring and reporting in the coming years.

Diversity Metric indicators

{ESRS S1-9 66 a,b / GRI 405-1 / ATHEX ESG C-S3}

Gender distribution in top management 2025		
	Women	Men
Employees #	2,285	1,606
Employees %	59%	41%
Middle Managers#	307	346
Middle Managers %	47%	53%
Senior Management Officials #	14	28
Senior Managers %	33%	67%

Age distribution 2025		
	#	%
Under 30 years old	1,637	36%
30 to 50 years old	2,105	46%
Age over 50 years old	844	18%

Table 34.1

Gender distribution in top management 2024		
	Women	Men
Employees #	2,194	1,572

Age distribution 2024		
	#	%
Under 30 years old	1,585	36%

Gender distribution in top management 2024		
	Women	Men
Employees #	58%	42%
Middle Managers#	287	326
Middle Managers %	47%	53%
Senior Management Officials #	21	36
Senior Managers %	56%	44%

Age distribution 2024		
	#	%
30 to 50 years old	2,098	47%
Age over 50 years old	753	17%

Table 34.2

Indicators to measure training and skills development

{ESRS S1-13 83 a,b, 84 / GRI 404-3, GRI 404-1 / ATHEX ESG C-S5-1,2,3,4}

2025	Women	Men	Other	Not disclosed	Total
The average number of hours of training	2.2	2.0	0	0	2.1
	Managers	Supervisors	Coworkers		Total
The average number of hours of training	3.4	6.2	1.4		2.1

Table 35

In 2025, the regular performance review for the 2024 reporting year was not performed due to a temporary systemic problem that affected the process at Group level. Nevertheless, the Group applies established performance and career development appraisal procedures on an annual basis. For 2026, the performance assessment process for 2025 was implemented as planned in accordance with the annual planned framework.

The training hours presented do not include the companies SPORTSWEAR MARKET HELLAS MEPE and SPORTSWEAR MARKET ROMANIA S.R.L., which were established in 2025 and joined the Group with the acquisition and integration of the Foot Locker stores in April 2025.

2024	Women	Men	Other	Not disclosed	Total
The average number of hours of training	1.8	1.4	0	0	1.6
Employees who participated in a regular performance appraisal and career development assessments, %	100%	100%	0%	0%	100%
	Managers	Supervisors	Coworkers		Total
The average number of hours of training	0.6	3.1	1.4		1.6
Employees who participated in a regular performance appraisal and career development assessments, %	100%	100%	0%		100%

Table 36

{ESRS S1-14 88, 89 / GRI 403-8, GRI 403-9, GRI 403-10 / ATHEX ESG SS-S6-1,2,3}

Health and safety Metric indicators - Group	2025
Percentage of people in the same workforce covered by a health and safety management system based on legal requirements	100%
Number of deaths in the same workforce as a result of occupational accidents and work-related diseases	0
Number of recorded accidents at work in the same workforce	40
Rate of accidents at work	5.39

Table 37

Health and safety Metric indicators - Greece	2024
Percentage of people in the same workforce covered by a health and safety management system based on legal requirements	100%
Number of deaths in the same workforce as a result of occupational accidents and work-related diseases	0
Number of recorded accidents at work in the same workforce*	27

Table 38

There are no data available on recorded work-related health problems and lost working days due to injuries. The Group is considering the possibility of collecting and reporting these data in future years.

{ESRS S1-17}

Incidents, complaints in the field of human rights	2025	2024
Number of incidents of discrimination	0	4
Number of complaints received through channels	12	17
Fines, penalties and compensation for damages as a result of discriminatory incidents, including complaints and harassment (€)	0	0
Number of serious human rights violations and incidents related to the Company's workforce	0	0
Number of serious human rights violations and incidents related to the Company's workforce that are cases of non-compliance with the United Nations Guiding Principles and the OECD Guidelines for Multinational Enterprises	0	0
Serious human rights issues and incidents related to the Company's workforce	0	0
Fines, penalties and compensation for serious human rights issues and incidents related to the Company's workforce (€)	0	0

Table 39

Remuneration Metric indicators (pay gap and total remuneration)

{ESRS S1-16 a,b}

Pay gap between women and men	12%
(average gross hourly earnings of male employees-average gross hourly earnings of female employees)/(average gross hourly earnings of male employees)	
Greece	15%
Cyprus	7%
Romania	5%
Bulgaria	2%

Proportion of annual total remuneration (annual remuneration for the highest paid person in the enterprise/average annual total remuneration of employees (excluding the highest paid person))	23.1
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Table 40

Reporting principles for metrics

{ESRS S1-6 50d,e}

1. The total number of employees of the Fourlis Group refers to 31/12/2025.
2. The number of employees, as presented in the tables in 10.3.1.7 - Metric indicators, refers to the total number of employees of the Fourlis Group.
3. Retirement rate is the total number of retirements divided by the average number of employees per month of the Fourlis Group during the reporting period.
4. The division of employees into Middle Managers, Senior Managers and employees has been made on the basis of the employees' salary grade. Senior Managers refers to employees at a salary grade above 10 and Middle Managers between 6-9.
5. The way of calculating the average training hours per category of employees according to ESRS standards is: Sum of training hours (employee category)/sum of employees (head count) belonging to the category.
6. The remuneration indicators of ESRS S1-16 (gender pay gap and total pay ratio) are calculated according to the proposed ESRS formulas. For part-time employees, a basic FTE (Full time equivalent) reduction is applied so that pay is uniformly comparable. Standard full-time is defined as 40 hours/week and the FTE factor is calculated as contracted hours/standard full-time hours.
7. For the remuneration indicators of ESRS S1-16 (gender pay gap and total pay ratio), cash or in-kind benefits have not been included but only employee payroll.
8. The Metric indicators present the data of employees without including the data of non-employees.
9. When calculating the percentage of work-related injuries, the Group divides the total number of related incidents by the total hours worked by its own workforce and the result is multiplied by 1,000,000. Total hours worked are calculated on the basis of the annual workforce mapping in FTE, taking into account the active employees per month and the corresponding contract types.

10.3.2 S3 - Communities affected

10.3.2.1 Interests and views of stakeholders

{ESRS S3.ESRS2-SBM2}

Local communities have been recognised as a stakeholder group of the Fourlis Group and are a central pillar of its social contribution. The Group is in communication with local communities and the wider society in the countries where it operates, through established and institutionalised procedures resulting from the Sustainable Development Strategy and Policy, as well as through communication channels such as the Sustainable Development and Social Responsibility Department's email address, csr@fourlis.gr. Communication also takes place through partnerships with local authorities and social bodies, as well as through the systematic contact of the Sustainability Department with the executives of the companies participating in the Group's Sustainability Team. The Sustainability Team consists of executives from all Group companies, who are in constant communication and cooperation with the Sustainability Division for the design, coordination and implementation of the sustainability strategy, programmes and actions. Responsibility for communicating with local communities is taken on by either the Sustainability Directorate or the sustainability managers of each company, depending on the programme or initiative being implemented. These requests are collected and evaluated by the Sustainable Development Directorate on a regular basis in order to identify any needs, risks or opportunities that affect the communities, prioritise them and translate them into actions of measurable social benefit. The frequency of communication depends on the type of cooperation and the needs of the communities.

Concerns or comments from local communities can be raised through the customer service points, as well as through the independent and confidential whistleblowing line, which allows issues to be raised with full anonymity protection.

Detailed information on the ways and frequency of communication with the affected communities to identify and assess risks, opportunities and impacts is presented in section [10.1.1.8 Stakeholder interests and views](#).

10.3.2.2 Policies

{ESRS S3-1-12}

The Furlis Group has a Sustainable Development Strategy and Policy, which highlights, among other things, its commitment to implementing actions to support society. As part of its strategy, the Group provides support to vulnerable social groups and actively responds to the urgent needs of people and societies arising from extraordinary events (e.g. natural disasters).

The Group Management is committed to the implementation of the Sustainable Development Strategy and Policy at all levels, companies, sectors and lands of the Group's activities.

Furlis Group, in addition to the Sustainable Development Policy, also applies the Human Rights Policy and the Code of Conduct - Whistleblowing System, strengthening transparency, accountability and protection of local and affected communities. These policies are published on the official website of the Furlis Group [Internal Control System | Furlis Group](#), ensuring accessibility to all interested parties. Additional information regarding accountability for implementing policies, as well as safeguarding the interests of stakeholders, is provided in [Section 10.3.1.3](#) - Table 22.

10.3.2.3 The identification and assessment of material impacts, risks and opportunities

{ESRS S3.SBM-3 / GRI 3-3}

The significant impacts, risks and opportunities associated with the affected communities have been identified by conducting a double materiality analysis and based on the Group's risk management policies and procedures. The methodology for conducting the materiality analysis is described in [Section 10.1.2 - Double Materiality Assessment](#), of this report.

Material impacts, risks and opportunities related to the affected communities

Impacts		Risks and opportunities of the Furlis Group		Management
Affected communities: Social contribution				
↑	<u>Impact on society:</u> Positive impact on local communities through social projects and initiatives. Supporting vulnerable social groups.	↑	Impact: IRO 29 - Creating value for the local community Actions to support local communities and vulnerable social groups strengthen goodwill and trust between employees, customers and stakeholders.	<ul style="list-style-type: none"> Sustainable Development Strategy and Policy Active/responsible social contribution and organisation of voluntary activities with the participation of employees. Expansion of store/warehouse and e-commerce network, creating new jobs.

Table 39

↑ Positive impact on the environment and society or on the business activity of the Furlis Group

↓ Negative impact on the environment and society or on the business activity of the Furlis Group

The time horizon of potential or actual risks/opportunities is indicated in [Table 5](#) of this report.

10.3.2.4 Actions

{ESRS S3-4 31 / GRI 3-3}

Social contribution

Positive Impact (IRO 29): - Creating value for the local community

The Group ensures the creation of new job posts through the development of its activities in Greece and abroad. In this way it strengthens local communities and stimulates national economies in the countries where it operates.

The Fourlis Group works every day to realize its shared commitment and vision, which is to create the conditions for a better life for all. In this context, Fourlis Group seeks to be in constant contact with citizens and the wider society in the countries where it operates through established channels of communication and engagement, in order to be informed about and understand their needs. At the next stage, needs are assessed and prioritised, while programmes and actions are designed and implemented in order to meet not only the current and most important needs of each local community, but also those that are most in line with the Group's strategy for Sustainable Development and Social Responsibility (support for vulnerable social groups, especially children), the number of beneficiaries and the nature of its activities. In addition, in cases of special circumstances (e.g. pandemic, natural disasters), the Group either renews its programmes or incorporates actions aimed at addressing these emergencies, for the relief of society and citizens. The Group's Sustainable Development and Social Responsibility Division is in constant and close communication and cooperation with the executives of all Group companies, in order to plan, coordinate and implement these actions together.

Social Responsibility programmes and actions were carried out in all countries where the Group operates. We summarise the most important actions implemented by country of activity in the reporting year:

Greece

- Equipment of 7 crèches/day-care centres through the Joy stations. Since the launch of the Joy Stations program in 2013, 98 stations have been equipped for more than 4.200 children.
- Support Make-A-Wish: equipping 31 children's rooms with IKEA products. Since the beginning of IKEA's cooperation with Make-A-Wish, 224 children's rooms have been equipped. At the same time, Intersport supported the work of Make-A-Wish through products, donations, special sales and sponsorships during the reporting year.
- Donation of equipment to the Child Protection Unit of Penteli.
- Continued cooperation with WWF Hellas for the rehabilitation of fire-affected areas (10% of battery/charger sales). Since the launch of the program in 2021, €166.675 has been allocated for this purpose.
- 50.000+ meals through BOROUME ("WE CAN") Program to institutions all over the country. Since 2012, more than 833.000 meals have been served.
- IKEA donated equipment to fire-stricken families of the Municipality of Vrilissia.
- Intersport in Greece offered free sporting goods to vulnerable groups through "Mission Human".
- Intersport supported the 4th Midnight 3on3 Streetball (wheelchair basketball).
- ELEPAP was supported by the companies IKEA, INTERSPORT and Foot Locker, through the film "Rivals for Good". Through this initiative, the 3 companies of the Group provided ELEPAP with an amount of €15.000 in the form of products and gift vouchers to cover needs and support the work of the organization.

- The parent company Fourlis Holdings S.A. of the Group is a corporate member of the Diazoma Association, aiming at the protection and promotion of the ancient theatres of Greece.
- FOURLIS Holdings SA supports the Hellenic Society for the Environment & Culture (ELLET) for environmental protection actions and promotion of cultural heritage, including the development of a proposal for a National Climate Change Observatory.

Cyprus

- Through the Cyprus Joy Stations program, 2 community kindergartens were fully equipped. Since 2017, IKEA Cyprus has equipped 21 community kindergartens for more than 620 children.
- Offer of 6.570+ meals to the Pancyriot Association of Single Parent Families & Friends. Since its launch in 2022, IKEA Cyprus has provided more than 22.000 food portions.
- Donation of products for temporary housing of fire victims (Municipality of Ipsona & Civil Defence).

Bulgaria

- Continued cooperation with UNICEF for child development & education programmes.
- Bullying awareness campaigns in schools (Pink Shirt Day).
- IKEA Bulgaria organized, in cooperation with UNICEF, the 5th children's painting competition. The competition is part of the global Let's play for change campaign, which aims to support every child's right to play.
- Donation of products to SOS Children's Villages, Cultural Centre Veliko Tarnovo, Social Service for children and families in Sofia.
- Free hosting of local producers at the IKEA Sofia store all weekends of the year.

10.3.2.5 Fourlis Group Sustainability Targets

{ESRS S3-5-39,40 / GRI 3-3}

Target	Base year	Base year measurement	2025	% Change compared to base year	2025 (short term)	2025-2030 (mid term)	2031-2050 (long term)
Social contribution							
Annual contribution to support society (€)	2024	>520,000	>548,000	5%	>=400,000	>=400,000	-

Table 42

Progress in Targets

{ESRS S3-5-42b / GRI 3-3}

Social Contribution

The amount for the actions to support society in Greece, Cyprus, Bulgaria and Romania overcame the target of the annual budget.

10.3.2.6 Performance indicators/Metrics

Corporate volunteer activities to support society and protect the environment. (counting)	2025	2024
Voluntary activities	12	20
Meal donation (portions)	56,579	40,760
Voluntary blood donation - blood bottles	396	351

Table 43

During the reporting period, no incidents of human rights violations were recorded in the local communities with which the Group interacts.

To date, no reports or complaints from local or affected communities regarding serious human rights issues or related incidents associated with the Fourlis Group's activities have been recorded. The Group remains committed to ensuring human rights and to continuously monitoring and evaluating the impact of its activities, maintaining open channels of communication with local communities and all stakeholders.

Reporting principles for metrics

The count for the calculation of the amount of donated meals was based on the self-deliveries made by IKEA stores to cooperating social organisations and the non-profit organisation "Boroume" ("We can").

10.3.3 S4 - Consumers and end-users

10.3.3.1 Interests and views of stakeholders

{ESRS S4.ESRS2SBM2}

Consumers and end users are a key stakeholder group for the Group, as they are directly affected by the products and services offered through physical stores and online channels. The Fourlis Group operates in retail markets (B2C) in Greece, Cyprus, Romania and Bulgaria, serving a wide range of consumers.

The Group acknowledges that the interests, views and rights of consumers and end-users directly influence its strategy, business model and the way it operates, with an emphasis on ensuring quality, safety, accessibility and transparency, as well as respect for human rights. The opinions and interests of consumers are collected through continuous and multi-channel communication as described in [section 10.1.1.8](#) of this report.

10.3.3.2 Policies

{ESRS S4-1, S4-3-27}

The Fourlis Group applies a comprehensive set of policies approved at management level that covers the management of the significant impacts of its products and services on consumers and end users, as well as the associated risks and opportunities. These policies apply to all Group subsidiaries, in every country of operation, and apply to all consumers, customers and visitors. They include the Health and Safety Policy, which provides for prevention and risk assessment procedures to ensure that customers and visitors stay safely on the premises and in the stores, as well as regular inspections, incident recording, written occupational risk assessments and accessibility infrastructure for people with disabilities. At the same time, compliance and product safety policies are in place for both IKEA and INTERSPORT products, which ensure compliance with European and national legislation, proper marking (such as CE and energy labels), the availability of clear instructions for use, as well as the existence of structured recall or withdrawal procedures when required. Responsible communication policies, implemented in accordance with international codes of conduct, IKEA's global rules and local laws, ensure that consumers receive accurate, transparent and appropriately tailored information. In addition, the Group applies a single Privacy Policy, fully aligned with the GDPR and local laws.

As part of its compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises, the Group is committed to respecting the human rights of consumers and end-users and has incorporated processes that allow for the identification, monitoring and response to relevant issues. This commitment is reflected in practices that include fully informing consumers in the event of product recalls, promptly replacing defective items, ensuring the safety of products and infrastructure, and maintaining mechanisms to facilitate remediation of any negative impacts. The Group's consumer policy is aligned with internationally recognised standards relating to product safety, data protection and human rights, and no incidents of non-compliance with UN, ILO or OECD guiding principles relating to consumers or end-users downstream in the value chain were reported during the reporting period.

10.3.3.3 Consumer engagement processes, remediation and channels for raising concerns

{ESRS S4-1, S4-2}

Fourlis Group has established procedures to ensure systematic cooperation with consumers and end users to identify and manage actual and potential significant impacts related to product safety, health protection, quality of service, information integrity and personal data protection. This cooperation takes place directly through customer service mechanisms, complaint systems, the monitoring of returns and replacements of products, as well as through product recall procedures. The cooperation is integrated into the subsidiaries' regular operational processes and is used in decision-making activities, as issues that arise are analysed by the respective functional teams and reported to the management of each company, which is responsible for taking into account the results and the views of consumers. The effectiveness of cooperation is assessed through systematic monitoring of health and safety incidents, the trend of complaints and causes of product returns, and evaluation of the effectiveness of actions taken following each report or incident. At the same time, the Group takes special care for vulnerable consumer groups, such as people with disabilities, through accessible infrastructure in stores and by ensuring transparent, legible and understandable information on product use and safety issues. These procedures are an embedded practice of the Group and, therefore, there is no separate horizontal policy of cooperation with consumers beyond the existing mechanisms, which nevertheless fully meet the requirements of the standard.

The Group has established procedures aimed at remedying the negative impacts on consumers and end users and ensuring access to effective channels for raising concerns. Remediation is achieved mainly through the immediate withdrawal or replacement of defective products by INTERSPORT, the implementation of IKEA's official product recall procedures, where each action is accompanied by a detailed assessment of the causes and the required corrective actions, as well as through the recording and investigation of each health and safety incident that occurs in the Group's facilities. Consumers can raise concerns, requests or complaints directly at customer service points, through call centres, via email and through the official digital channels of the Group companies as well as through the whistleblowing system where they can raise concerns anonymously. At the same time, the Group systematically collects feedback through customer satisfaction surveys conducted on a regular basis, which are used as a complementary channel to identify safety, product quality and customer experience issues. In addition, the whistleblowing channel is also available to customers, providing the possibility to report anonymously or anonymously on issues related to compliance, integrity, safety or other significant observations. The Group also requires its key partners and suppliers to have respective compliance and reporting mechanisms in place in accordance with their contractual obligations, thus covering the business relationship aspect of supporting such channels. The monitoring of issues raised through these channels is carried out by systematically recording, classifying and evaluating complaints, health and safety incidents and product recalls, while the effectiveness of these mechanisms is assessed through trends in reporting, improvements implemented in products or processes and the reduction of recurring incidents. The Group believes that consumers know and trust the available channels of communication, as these are a long-standing and widely known practice of service by the subsidiaries in all countries of operation.

During the reporting period, no serious human rights issues or incidents related to violations of consumer or end-user rights have been reported.

10.3.3.4 The identification and assessment of material impacts, risks and opportunities {ESRS S4.SBM-3}

The material impacts, the risks and opportunities related to consumers and end users have been identified by conducting a double materiality assessment and based on the Group's risk management principles and procedures. The methodology for conducting the materiality analysis is described in section [10.1.2 - Double Materiality Assessment](#), of this report.

Material impacts, risks and opportunities related to Consumers and end-users

Impacts	Risks and opportunities of the Fourlis Group	Management
Consumers and end users: Safety of consumers and end-users		
	<p>Risk: IRO 44 - GDPR Risks Relates to the risk of non-compliance with the General Data Protection Regulation (GDPR), which can lead to personal data breaches, fines and loss of consumer confidence.</p>	<ul style="list-style-type: none"> • Implementation of data protection policy and GDPR procedures in all Group companies. • Annual human resources training for GDPR compliance and secure data management. • Use of secure IT systems and periodic audits. • Transparency to customers on how the data is used.
	<p>Risk: IRO 45 - Safety of consumers and/or end users when using the products (ingredients safety incidents) Risk of incidents occurring concerning the safety of materials or product components (e.g. construction materials, chemicals in products), leading to injuries or health problems, loss of confidence, possible legal consequences.</p>	<ul style="list-style-type: none"> • Cooperation with certified suppliers and compliance with international safety standards. • Product recall procedures. • Consumer information on safe use and transparent product labelling. • Compliance with labelling regulations and information standards.
Consumers and end users: Social inclusion of consumers and/or end-users		
	<p>Opportunity: IRO 46 - Increasing customer attraction through payment innovation The adoption of innovative payment solutions (e.g. "Buy Now, Pay Later", interest-free installments, etc.) can improve the customer experience, increase sales and boost loyalty.</p>	<ul style="list-style-type: none"> • Working with secure and certified payment providers. • Informing customers about the responsible use of financial instruments. • Advanced payment and loyalty options + third-party credit and loyalty services. • Monitoring of customer satisfaction index to evaluate effectiveness.
	<p>Opportunity: IRO 47 - Customer experience Improving the customer experience through personalised services, digital tools and transparency can boost</p>	<ul style="list-style-type: none"> • Development of omnichannel experience (combination of physical and digital store). • Personalisation tools for product and service proposals.

Impacts		Risks and opportunities of the Furlis Group	Management
		customer engagement and increase sales.	<ul style="list-style-type: none"> • Staff training to improve service. • Customer satisfaction surveys for continuous improvement. • Integrate digital solutions to simplify checkout and improve the experience.

Table 44

↑ Positive impact on the environment and society or on the business activity of the Furlis Group

↓ Negative impact on the environment and society or on the business activity of the Furlis Group

The time horizon of potential or actual risks/opportunities is indicated in Table 5 of this report.

10.3.3.5 Actions related to Consumers and end-users

{ESRS S4-4 }

Risk: IRO 44 - GDPR risks

the Group applies a single Privacy Policy, fully aligned with the GDPR and local laws, which covers all individuals who deal with the Group and includes procedures to ensure their rights and annual training of all employees, including new employees through the induction program.

Risk: IRO 45 - Safety of consumers and/or end-users in the use of products

Fourlis Group systematically manages the safety and quality of the products offered by its subsidiaries (IKEA, INTERSPORT, Foot Locker, Holland & Barrett), ensuring compliance with European and national legislation, as well as with the standards and requirements of the respective franchisors.

IKEA

For IKEA products, the IConduct guidelines (Chapter 3 - Product Compliance & Food Safety) apply. IConduct is IKEA's official framework of rules and compliance requirements, which guides all franchisees on how to manage product safety, quality and food safety issues.

IKEA has a product recall policy, multi-year warranties, special labelling and information material for proper use and safety.

In addition, an ISO 22000 food safety management system is applied in the restaurants of the stores.

As part of the franchise, IKEA systematically monitors quality reports, product returns and applies international procedures for managing deviations, reports and recalls.

Intersport & Foot Locker

For products available from INTERSPORT and Foot Locker stores, policies and procedures have been established to ensure compliance with European legislation, CE marking and market regulations.

Contracts with suppliers include clauses on compliance with product quality and safety requirements.

In case of defective products, an official recall procedure is activated, which includes immediate withdrawal, notification of the competent authorities (e.g. Ministry of Development) and public announcement via website, social media and stores.

Holland & Barrett

In the European Union, food supplements are mainly regulated as food products, with harmonised rules largely defined by Directive 2002/46/EC on food supplements.

Wellness Market as importer of Holland & Barrett products ensures the preparation of comprehensive regulatory dossiers that prove the safety, quality and compliance of its products with the regulations of both the European Union and the Greek Legislation and are registered with the National Agency for Medicines, which is the competent Greek Authority.

In addition, the health claims made on the labels of each product are scientifically substantiated and receive prior approval from the European Food Safety Authority (EFSA).

Product labels must comply with EU rules and include specific information such as the recommended daily dose, a warning not to exceed this dose and a statement that the supplement is not a substitute for a varied diet. Labels cannot claim to prevent, cure or treat a disease.

The following procedures have been established and are in place:

- Procedure for checking the regulatory conformity of products
- Procedure for checking the regulatory conformity of product specifications
- Notification procedure of food supplements to the National Medicine Organisation (EOF)
- Procedure for checking the application of the regulatory provisions on product labelling
- A product recall process that provides clear steps for activation, internal management and external communication.

Opportunity: IRO 46 - Increasing customer attractiveness through innovations in payments

In the context of seizing the opportunity to enhance customer attractiveness through payment innovations, Furlis Group has invested significantly in the expansion and modernization of the available payment solutions in all its subsidiaries.

New options include flexible interest-free installment schemes, bank loyalty schemes, "Buy Now, Pay Later" services, digital wallets and enhanced loyalty schemes.

This expansion improves convenience, transparency and the overall shopping experience, while enhancing the competitiveness of the Group's chains.

Below is a summary of the actions implemented by each of the Group's retail concepts in the field of innovative payment solutions:

INTERSPORT

- Integration of modern solutions through IRIS Payments.
- Support for Apple Pay and Google Pay via Viva Wallet.

Foot Locker

- Provision of Buy Now, Pay Later (Klarna) for in-store and e-shop purchases. Clear terms of use and systematic communication of the service in the e-shop and in stores (digital screens).

Holland & Barrett

- Buy Now, Pay Later (Klarna) - 3 interest-free installments.
- IRIS Payments for instant and secure electronic payments.

IKEA

IKEA has developed the most extensive ecosystem of payment options:

- The "Buy Now, Pay Later" service through Klarna offers IKEA customers the possibility to pay in three interest-free installments, enhancing their financial flexibility and ease of shopping.
For 2026, the service is upgraded by widening the eligible amount from >€35-1.000 to €0-1.300 and extending it to physical stores.
- IRIS Payments.
- Payments by card & interest-free installments:
(up to 36 interest-free installments for purchases >500€, up to 24 interest-free installments for purchases >300€, up to 12 interest-free installments for purchases >100€)

- Loyalty Bonus Schemes, with fixed rewards & redeemability. More than 15 actions were carried out in 2025.
- Apple Pay & Google Pay.
- IKEA Family & IKEA for Business loyalty programs - Ongoing offers, additional third-party benefits.
- Planet / Tax Free shopping for non-EU customers.
- Aegean (miles & redemption)

For IKEA stores in Greece, the adoption of a new, more friendly "instant loan" for physical stores, with a simplified procedure for customers, is under consideration. At the same time, it is considering partnerships with third party benefit providers, offering benefits such as special discounts for beneficiaries of the "My House II" programme through the National Bank of Greece.

All available payment options are available at: [Ways of Payment | IKEA Greece](#).

Opportunity: IRO 47 - Customer Experience

The Group is leveraging the opportunity to enhance the customer experience (IRO 47) through an integrated omnichannel approach that combines digital and physical services, personalization, simplified service points and enhanced accessibility. The continuous training of employees, the systematic measurement of satisfaction through internationally recognised indicators and the adoption of solutions that optimise browsing and checkout are key pillars of the Group's strategy.

Below is a summary of the actions that each retail concept implements:

IKEA

- Renewal of the returns process, aiming for greater ease and speed.
- Restructuring the last-mile: new home delivery options based on price, dimensions and speed.
The CAPEX cost for the renewal of the returns process and part of the Last mile is 150.000€.
- Enhancing Click & Collect with more slots available.
- Creation of regional hubs for faster deliveries.
- IKEA on Wheels - mobile product delivery points.
- Pick-Up Points at non-store locations for greater flexibility.

Intersport

- Telephone orders via an automated system from the Call Center.
- Continuous upgrading of the Intersport App as a key omnichannel service channel.
- Ability to enter orders via a mobile device (Instore PDA Order System), so that the customer can order products that are not available at that moment in the store (endless aisle), utilizing the available stock of other points.
- Upgraded search system (Smart On-Site Search / Clever Search) that recognizes synonyms, greekish, as well as image and voice search, making it easier for the customer to find the products he needs.
- Atobi training platform, which provides continuous digital training for staff.
- Integration of the Accessibility Float Button (Equal Web) for people with disabilities.
- Creation of Specialty Football Doors with specialised experiences, personalised services and an e-shop section (plan for 1-2 new stores in 2026).
- Development of a new Commerce Platform with clienteling capabilities, high speed and personalized experience (to be implemented in 2026).

Foot Locker

Foot Locker uses the Lace Up platform, an integrated digital training tool that includes three key modules:

- CX Training (Customer Experience): Training employees in quality service practices to ensure a consistent and friendly experience for every customer.
- Product Training: continuous information and training on product features, technologies and benefits so that employees can provide accurate and useful information.

- Customer Complaints Handling: guidance in handling complaints and difficult incidents with professionalism and efficiency, enhancing customer confidence and satisfaction.

Holland & Barrett

Enhancing Customer Experience through Personalization in the online store.

Accessibility & Inclusion in the Group

The Furlis Group places particular emphasis on creating an inclusive market environment, investing in actions that enhance accessibility and inclusion. In cooperation with the S.K.E.P., specialised accessibility audits were carried out for blind people, wheelchair users and deaf/hard of hearing people, as well as the preparation of an intervention plan in selected stores. In addition, training programs on disability awareness and familiarisation for employees and executives were implemented. In 2026, the Group will continue to invest in Diversity and Inclusion actions with a particular focus on training to serve people with disabilities at all points of contact, giving particular priority to:

- Training programs to familiarise employees with disability.
- Specific training for the proper service of customers and visitors with disabilities at all contact points.

Customer Experience Measurement Mechanisms

Continuous evaluation of the customer experience is a key priority. For IKEA stores the Happy Customer methodology is used, while for INTERSPORT and Foot Locker the international Net Promoter Score (NPS) indicator is applied. These indicators are the foundation for monitoring satisfaction, loyalty and developing continuous improvement actions.

10.3.3.6 Sustainability Targets of Furlis Group

{ESRS S4-5}

Target	Base year	Base year measurement	2025	2025 (short-term)	2026 to 2030 (medium-term)	2031 to 2050 (long-term)
Safety of consumers and end-users						
Incidents of non-compliance with the legislation on the impact on Health and Safety of products.	2025	2	2	0	0	0

Table 45

Progress in Targets

Safety of consumers and end-users

During the reporting period, the Group did not achieved its target of zero incidents of non-compliance with legislation on Health and Safety effects of products.

10.3.3.7 Performance indicators/Metrics

Number of Incidents	2025
Incidents of non-compliance relating to the provision of information and labelling of products and services	1
Fatal accidents and/or serious customer accidents,	0

10.4 G - Governance

10.4.1 G1 - Business Conduct

Business Conduct: Corporate culture & Governance

10.4.1.1 The role of the administrative, management and supervisory bodies

{G1.ESRS2-GOV-1 / GRI 2-12}

The Fourlis Group Board of Directors is responsible for setting the long-term strategic direction of the company, ensuring its alignment with corporate values and overseeing the implementation of internal control mechanisms that promote ethical business practice. At the same time, the Board of Directors establishes policies to manage conflicts of interest, ensuring that decision-making remains transparent and accountable. This responsibility extends to overseeing the performance of executive officers and assessing the effectiveness of corporate governance frameworks.

{G1. ESRS2 GOV-1b / GRI 2-9 / ATHEX ESG C-G1}

Fourlis Group emphasizes the qualifications and skills of the members of the Board of Directors. The Group's Corporate Governance Statement emphasises the need for non-executive directors to have the appropriate skills, experience and industry knowledge to provide effective oversight. In addition, the Group has a Suitability Policy, which sets out the criteria for the selection and ongoing development of Board members, ensuring that they have the necessary understanding of corporate governance, risk management and ethical business conduct. Board members receive continuous training on corporate governance and compliance issues to enhance their expertise.

At the same time, the Group has established the following Board committees and units to support both the Board and the Internal Audit System.

- Audit Committee
- Sustainability Committee
- Digital Transformation Committee
- Nomination and Remuneration Committee
- Internal Control System
- Regulatory Compliance System
- Risk Management System
- Information Security Unit

The role and expertise of the administrative, management and supervisory bodies in relation to business conduct are clearly defined in the Fourlis Group Corporate Governance Statement of this Annual Report 2025.

10.4.1.2 Policies

{ESRS G1-1 / GRI 2-16 / ATHEX ESG C-G6}

The Fourlis Group has adopted high standards of professional ethics ensuring the commitment and cooperation of all its executives. Its Code of Conduct includes the following topics:

Relationship with third parties

- Partners / Suppliers
- Mass Media, Publications/Press Releases and Public Speeches
- Social Media
- Shareholders and Investors

Employee relations with colleagues and with the Company in general

- Respect for colleagues

- Health and Safety
- Forced and child labour
- Respect for people - Equal opportunities policy
- Harassment in the workplace
- Evaluation
- Education/ Training
- Crisis management / Employee cooperation in case of control by authorities, as well as in case of court proceedings

Consolidating a culture of risk management (risk awareness)

Regulatory Compliance Issues

- Conflict of interest
- Disclosure of Financial and Non-Financial Information
- Disclosure of Dependency Relationships of Members of the BoD
- Compliance of Persons Performing Managerial Duties
- Corruption
- Bribery
- Fraud

Protection of information, personal data and assets of the Company

- Confidentiality, privileged information
- Personal Data:
- Assets of the Company

Healthy competition

Protection of the environment

Code of Conduct line - Whistleblowing system

{ESRS G1-1 7, 9, ESRS2 MDR-P}

Fourlis Group has adopted a number of policies related to business conduct, ensuring that its values and strategy are aligned with the corporate culture. The Board of Directors and senior management set the example of implementing this culture and use tools and techniques to integrate it into the Group's systems and processes. At the same time, it implements a Risk Management System that helps prevent and address violations of the Code of Conduct.

The table below summarises the accountability for the implementation of policies, standards/initiatives followed and stakeholder interests for each of the Fourlis Group's reported policies.

For more information on the content, scope and governance framework of the policies on business conduct and culture, the reader is referred to the Corporate Governance Statement of the Annual Report 2025.

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Third standards/initiatives respected	Interests of stakeholders
Sustainability Strategy and Policy	Environmental sustainability, social responsibility and transparency. Compliance with ESG criteria.	It applies to the entire Group and its subsidiaries.	Sustainable Development and Social Responsibility Department.	Compliance with international ESG standards.	Investors (through exhibitions), communities (through social programmes)
General Privacy Policy	The purpose of this policy is to set out the principles and rules for the lawful and secure processing of personal data.	It applies to all such employees of the group and affiliated companies and	Regulatory Compliance Department	Compliance with the General Data Protection Regulation and these national provisions.	Data subjects (through their rights), competent data protection authorities.

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Third standards/initiatives respected	Interests of stakeholders
		the Board of Directors. There are no exceptions.			
Code of Conduct line– Whistleblowing System)	The Fourlis Group's Information Reporting (Whistleblowing) System ensures that employees and other stakeholders can report, in an anonymous and confidential manner, violations of the Code of Conduct and other Group policies.	The Whistleblowing System covers all those who obtain information about violations in a workplace context.	Regulatory Compliance Department	The policy complies with national and international laws on data protection, consumer protection and tax provisions.	It ensures that complainants and third parties associated with them are protected from retaliation. It ensures a fair and transparent procedure for investigating complaints from complainants
GROUP Code of Conduct	The Code sets out the basic principles of professional, ethical and compliant behaviour for all Group executives.	It applies to all employees of the group and affiliated companies and the Board of Directors. There are no exceptions.	Management & Board of Directors, Regulatory Compliance Department, Internal audit	L.4706/2020 EU Regulation 596/ 2014 (MAR), Directive EU 2019/ 1937 (whistleblowing), competition laws (antitrust), environmental legislation, ERM/COSO framework for risk management.	Group employees, Suppliers, Regulatory authorities Shareholders, Investors, Society, Customers
Company's Charter of Operation	Organisational structure, Board/Committee/ Directorate responsibilities, ERM, risk management, regulatory compliance, recruitment & evaluation of executives, related party transactions, conflict of interest policies, disclosure, training & sustainable	Fourlis Group	Board of Directors Audit Committee Internal Audit Division, Regulatory Compliance Officer, Risk Management Officer, Chief Executive Officer Company Secretary	Law 4706/2020, Law 4548/2018, MAR (EU 596/2014), GDPR, IIA Standards, COSO ERM, Greek Corporate Governance Code.	Employees, shareholders, subsidiaries, investors, suppliers, society.

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Third standards/initiatives respected	Interests of stakeholders
	development policy.				
Policy and Procedure for the Prevention, Identification and Management of Conflicts of Interest	The Policy establishes the complete framework for the prevention, identification and management of conflicts of interest within the Fournalis Group. Definitions, covered persons, types of conflicts, declaration/reporting, assessment, measures (exclusion, denial of access, removal, termination), record keeping, audits & training.	Management & Board of Directors, Executives, Employees, Shareholders ≥5%, Partners.	Regulatory Compliance Department Legal Services Department Board of Directors Internal Audit Division	L. 4706/2020 (article 13 - 14) L. 4548/2018 (articles 97-99 for related party transactions) IAS 24	Shareholders, Suppliers & Partners, Customers, Employees, Regulatory authorities
Remuneration Policy	The Remuneration Policy of FOURNALIS HOLDINGS SA determines: Fixed/variable board compensation, MBO, LTI, D&O insurance, benefits, claw-back, contract terms, non-executive participation in variable pay.	Applicable exclusively to members of the Board of Directors	Nomination and Remuneration Committee, Board of Directors General Meeting of Shareholders (approves the Policy every 4 years)	L. 4548/2018 - article 110, Directive 2017/828/EU , Directive 2007/36/EC	Shareholders, Investors, Executives
Suppliers Code of Conduct	The Fournalis Group's Supplier Code of Conduct sets out the minimum standards of conduct and compliance that all suppliers and partners must adhere to.	The Policy applies to all suppliers, subcontractors & providers of the Group	Regulatory Compliance Department	National and international legislation on labour, health & safety, competition, personal data, environmental protection legislation, anti-corruption and anti-bribery legislation	Suppliers' employees, Customers, Society

Policy	Description of the main content of the policy	Policy scope or exceptions	Responsible for policy implementation	Third standards/initiatives respected	Interests of stakeholders
Identification & Risk Management (ERM) process	The process defines the Fourlis Group's approach to risk management, in accordance with the COSO ERM Framework.	Applicable to all companies and all levels of the Group's operations	Regulatory Compliance Issues	Full alignment with COSO ERM - Integrating with Strategy & Performance	Employees, Shareholders /Investors, Customers, Suppliers, Regulatory authorities
Management Procedure for Combating Fraud, Corruption and Bribery	The Anti-, Fraud, Anti-Corruption & Anti-Bribery policy sets out the procedure and set of principles for the prevention of bribery, corruption and fraud, also taking all possible measures to prevent and manage related incidents.	It applies to all employees of the group and affiliated companies and the Board of Directors. There are no exceptions.	Regulatory Compliance Department	International Standards, Legislation, Regulatory Directives and Corporate Governance	Group employees, Suppliers, Regulatory authorities Shareholders, Investors, Society, Customers, Society

Table 47

{ESRS G1-1 10a / GRI 2-26}

The Group has a whistleblowing hotline for the submission of anonymous or anonymous complaints related to violations of the Code of Conduct and applicable legislation. These mechanisms are available to both internal and external stakeholders, and the internal audit unit is responsible for evaluating and investigating reports. The reports are handled in complete confidentiality and in accordance with the principles of data protection.

{ESRS G1-1 10b}

Fourlis Group is in the process of updating its Anti-Fraud, Corruption and Bribery Policy, in full coordination with the Whistleblowing System Policy. The revision of the Policy will also take into account the recommendation to incorporate the United Nations Convention against Corruption, with a view to strengthening the corporate governance framework and mechanisms.

The updated Policy is expected to be approved and enter into force in Q3-2026 and, following its adoption, training will be implemented throughout the Group.

{ESRS G1-1 10c}

The Group complies with the legislation number 4990/2022 on the protection of persons reporting violations of EU law, ensuring the protection of employees who file complaints. An internal reporting channel is provided and training is provided for both employees and managers who manage the reports. Protection measures include policies to prevent retaliation against complainants.

{ESRS G1-1 10e}

The Group has procedures in place to independently and objectively investigate incidents of business misconduct, including incidents of corruption and bribery. The following policies provide for strict compliance controls and internal control safeguards, and has adopted practices for transparency and fraud prevention.

- Code of Conduct - This sets out the basic principles of ethical and professional conduct, including rules against corruption and bribery.

- Conflict of Interest Prevention, Identification and Management Policy and Procedure - Ensures that all business decisions are made independently and without outside influence.
- Regulatory Compliance System - It establishes procedures to ensure the company's compliance with applicable laws and regulations.
- Internal Control System (ICS) - Includes controls and procedures to prevent and investigate incidents of corruption and fraud.

The Fourlis Group has developed and implements comprehensive procedures for the prevention, detection and response to incidents of corruption and bribery. These include internal control mechanisms, staff training, risk assessment and specific channels for reporting suspicious activities. In cases of incident investigations, the investigators or panels are independent of the levels of management that may be involved, thus ensuring the objectivity and impartiality of the process.

The procedure for reporting results relating to incidents of corruption and bribery includes the annual report prepared and presented by the Compliance Directorate. This report is submitted to both the Board of Directors and the Group's Audit Committee, ensuring transparency and informing the competent bodies.

The anti-corruption and anti-bribery procedure is communicated to employees through internal (F2F mobile application), internal documents (OPIS-operating procedure information system) and promotes awareness among employees, ensuring that it is accessible and understandable, and that everyone is aware of the possible consequences of non-compliance.

{GRI 418-1 / ATHEX ESG C-G6}

The Fourlis Group complies with international and national data protection standards, implements clear information security policies and integrates data security issues into its Corporate Governance structure, ensuring appropriate oversight at the Board of Directors level.

The Group maintains a Personal Data Protection Policy and complies with the General Data Protection Regulation (GDPR, Regulation (EU) 2016/679), which has been incorporated into Greek legislation through Law 4624/2019. The Fourlis Group's Data Protection Policy outlines the measures to protect personal data, ensuring that only authorised persons have access to it and that enhanced security measures are in place to prevent unauthorised access or modification.

Furthermore, the Group's Information Security Policy includes the following:

- Information Security Management Framework (ISMF)
- Access Control Policy (ACP)
- Cryptography Policy (CP)
- Information Systems Physical & Environmental Security Policy
- Information Security Incident Management Policy
- Business Continuity Risks Policy

10.4.1.3 Management of supplier relations and payment practices

{ESRS G1-2, ESRS G1-6}

Fourlis Group manages its relationships with suppliers through an integrated framework of policies, procedures and evaluation mechanisms aimed at ensuring transparency, integrity, fairness and responsible operation throughout the supply chain. The Procurement Policy approved by the Board of Directors (26/01/2026) applies to all procurement categories and sets out basic principles such as transparency, equal treatment, professionalism, compliance and sustainability, while it is accompanied by the Supplier Code of Conduct and the Ethical Compliance Statement, which bind both executives and partners to avoid conflicts of interest, not accepting unauthorized benefits and protecting confidential information. The highest level of management responsible for the implementation of the Group's Procurement Policy is the Procurement Department, which is responsible for the supervision, implementation and monitoring of compliance with the Group's relevant procedures, requirements and standards. From 2025, the Group is implementing a new digital platform for supplier evaluation, which incorporates VSME (Very Small and Small Enterprises questionnaire), ESG, information security and solvency criteria questions, and is expected to be completed in 2026 (CapEx €19.000).

The group may conduct ad hoc visits, comprehensive questionnaires, annual assessments and risk-based due diligence activities for critical suppliers during the integration process or periodically thereafter as required.

The Group incorporates social and environmental criteria in the selection and renewal of partnerships, with an obligation to comply with the Code of Conduct, labour and environmental legislation, as well as specific requirements for the protection of human rights, health and safety, environmental responsibility and information security.

The standard payment terms for Fourlis Group companies are 60 days from the date of receipt of the invoice, unless different terms are provided for in the contractual framework or in the invoice itself. Payments are executed through the monthly payment cycle, which takes place once (1) a month, taking into account the agreed payment terms of each invoice and the timely completion of internal approvals/controls.

To manage payments and prevent delays, the Payments Department systematically monitors invoice issue dates and the corresponding contractual payment deadlines through ERP (electronic business process management system) reports.

During the current reporting period, the Group has no pending litigation or legal disputes related to overdue payments.

Finally, the Group promotes fair cooperation with all suppliers, including SMEs and local partners, and evaluates the results of these practices through transparent processes, audits and continuous improvement mechanisms, with the aim of ensuring a resilient, ethical and sustainable supply chain.

10.4.1.4 The identification and assessment of significant impacts, risks and opportunities

{ESRS G1.ESRS2-IRO-1}

The significant impacts, risks and opportunities related to the Fourlis Group's business conduct and culture have been identified by conducting a double materiality analysis and based on the Group's risk management principles and procedures. The methodology for conducting the materiality analysis is described in [Section 1.2 - Double Materiality Assessment](#), of this report.

Impacts, risks and opportunities related to business conduct

Impacts on the environment and society	Risks & Opportunities for the Fourlis Group	Management
Corporate culture & Governance		
Business Conduct: Corporate culture & Governance		
	<p>Risk (IRO 36): Regulatory changes & non-compliance The possibility of non-compliance would result in sanctions and high financial costs and would affect the Group's reputation</p>	Compliance and Risk Management System
	<p>Opportunity (IRO 40): Access to green/sustainable investments The ability to develop a strong ESG strategy would allow access to sustainable investments. Attracting investors who prioritise sustainability.</p>	<ul style="list-style-type: none"> Integrating ESG strategy at the Group level. Publishing sustainability reports in accordance with ESRS and international standards. Investments in green infrastructure (e.g. photovoltaic panels, energy upgrading of shops).
	<p>Risk (IRO 49): Operational procedures & controls</p>	<ul style="list-style-type: none"> The Fourlis Group conducts frequent internal audits in its operating areas

Impacts on the environment and society	Risks & Opportunities for the Fourlis Group	Management
	Risk of inadequate or non-standard procedures and controls that may lead to errors, data loss, non-compliance or operational failures. Reduced customer and partner confidence, potential financial losses and legal consequences.	<p>to ensure compliance with regulatory requirements.</p> <ul style="list-style-type: none"> • Fourlis Group maintains a structured governance model, with responsibilities clearly defined between the Board of Directors, the Internal Audit Department and the Compliance Unit. • Training/Understanding of staff for compliance with procedures.
	<p>Risk (IRO 50): Cybersecurity Threats Risk of data breach, attacks (ransomware, phishing etc.) that can affect operations, personal data and reputation.</p>	<ul style="list-style-type: none"> • Cyber security and protection systems policy (firewalls, encryption). • Training of staff on threat identification. • Implement strong access control policies. • Periodic audits and penetration tests. • Cyber Attack Group Insurance
	<p>Opportunity (IRO 51): Technology & Digital transformation Leveraging new technologies and digital tools to improve operations, customer experience and data analysis.</p>	<ul style="list-style-type: none"> • Investment in systems and platforms. • Developing data analytics for better decision making. • Staff training on digital skills (for security issues). • Promoting omnichannel experience for customers.

Table 48



Positive impact on the environment and society or on the business activity of the Fourlis Group



Negative impact on the environment and society or on the business activity of the Fourlis Group

The time horizon of potential or actual risks/opportunities is indicated in Table 5 in Section 10.1.2.3 of this report.

10.4.1.5 Actions

{ESRS G1.ESRS2-MDR-A}

The company's key strategic actions on business conduct are as follows:

Risk (IRO 36): Regulatory changes & non-compliance

The company addresses the risk of non-compliance with regulatory changes through an integrated Compliance and Risk Management System, which ensures timely adaptation to legislative requirements and avoids financial penalties or reputational impacts. The Compliance and Risk Management Department is responsible for monitoring regulatory changes, formulating and updating relevant policies and training employees on compliance requirements.

In addition, Internal Audit evaluates the implementation of regulatory policies once a year, while the Group has mechanisms in place for reporting and investigating non-compliance incidents.

Opportunity (IRO 40): Access to sustainable investment

The Group seizes the opportunity to attract sustainable investments by strengthening its ESG strategy, which includes environmental, social and intergovernmental initiatives. It has adopted a Sustainable Development Policy aimed at reducing its environmental footprint, enhancing social responsibility and transparency in governance. At the same time, compliance with international ESG standards enhances the Group's credibility and creates conditions for attracting investors who prioritise sustainability.

Through the implementation of ESG practices, the Group enhances its competitiveness and ensures compliance with sustainable financing criteria by gaining access to capital and investment programs that support businesses with a strong ESG profile. Transparency in the disclosure of sustainability data and its inclusion in the Group's strategic decisions are key factors in attracting institutional and private investment.

The Fourlis Group ensures that its economic activities are aligned with the European Union's Taxonomy regulations, including environmental objectives and minimum social safeguards. This alignment strengthens its eligibility for sustainable investments and demonstrates its commitment to transparent, responsible business practices.

Risk (IRO 49): Operational procedures & controls

Fourlis Group mitigates the risk of inadequate or non-standard procedures and controls through an integrated governance framework, which includes the Internal Control System (ICS), the single Enterprise Risk Management (ERM) system and the due diligence process applied to all Group companies. The Board of Directors and the relevant committees exercise systematic oversight of compliance, policies and operational safeguards. At the same time, the implementation of approved policies (Code of Conduct, governance policies, regulatory compliance), regular monitoring by the Risk Management Unit and the existence of reporting and internal control mechanisms ensure proper operation, transparency and reduction of the risk of operational failures, legal consequences and loss of trust of customers and partners.

In order to avoid risks related to weak or ineffective corporate governance, the Group has a strong governance framework, which includes the structure and responsibilities of the Board of Directors, the existence of specialised committees (such as the Audit Committee) and the process of continuous evaluation of the leadership (Board of Directors operating regulations - Board of Directors evaluation process). The Board of Directors consists of independent and executive members with appropriate experience, while committees oversee risk management, compliance and financial reporting. At the same time, the company has established procedures for evaluating the effectiveness of its administrative structures, as well as policies for the development of its executives (Education and training programs, Assessment and capacity development, Succession planning, Strengthening of corporate culture and leadership), ensuring the continuation of smooth corporate operations.

{ESRS G1-3 18a / GRI 2-13}

The Fourlis Group manages the risk of non-compliance with ethical issues through its Code of Conduct, which includes policies to combat fraud, corruption and bribery, Violence and Harassment, the protection of human rights, health & safety. In particular, the company applies an Equal Opportunities and Diversity Policy, ensuring that the working environment is safe and equal for all, has established a Human Rights Policy, which confirms the company's

commitment to safeguarding the fundamental rights of all stakeholders and applies the Code of Conduct Line - Whistleblowing System.

{ESRS G1-3 19, 21a}

Compliance with the Code of Conduct is monitored through the internal control system (Internal Audit, Regulatory Compliance, Risk Management units), while employees are encouraged to report any incident through the whistleblowing system. At the same time, the company implements education programs to promote ethical behavior, enhancing prevention and awareness.

In 2025, Foulis Group implemented training programs incorporating topics related to the prevention of fraud, corruption and bribery. In particular, the trainings "Compliance & Policy and Procedure for the Prevention, Identification and Management of Conflicts of Interest" and "Risk Management" included references to the risk of corruption. In 2025, no specialised trainings exclusively dedicated to corruption and bribery issues were held. However, as part of the continuous strengthening of the integrity system, the Compliance & ERM Unit has included in its 2026 planning the update of the Anti-Fraud, Corruption and Bribery Policy, in full alignment with the current Whistleblowing System Policy. Following the completion of the review and approval of the relevant policies, targeted training on fraud, corruption and bribery is planned to be implemented for all Group employees during Q3-2026. This training will be a key element in strengthening the organisational culture of integrity and preventing non-compliance

Risk (IRO 50): Cybersecurity Threats

In the 2025 reporting year, the Group has significantly strengthened the protection of its information systems in order to reduce the risk of data breaches, attacks (ransomware, phishing) and any form of cyber threat that may affect its operations, personal data and reputation.

Actions and actions implemented within 2025:

- 24x7 SOCaaS & MDR (Microsoft Sentinel)
 - Fully integrated operational model of detection & response.
 - Continuous surveillance on all systems with automated incident analysis.
 - Includes advanced Threat Intelligence & Brand Protection.
- SIEM Integration & Monitoring
 - Centralize logs from critical systems in SIEM.
 - Continuous analysis of threat patterns and correlations.
- Endpoint Security & XDR
 - Deploy Microsoft Defender XDR on all endpoints.
 - Implementation of baseline policies and gradual transition to blocking mode and tuning.
- Encryption & data protection
 - Encryption at rest in systems and databases.
 - BitLocker enabled and single management via Intune.
 - Encryption in transit with TLS enforcement for all public networks.
- Identity & Access Controls
 - Multi Factor Authentication (MFA) for VPN.
 - RBAC & Least Privilege in critical systems and management roles (with further maturation in IAM).
- Web & Perimeter Security
 - Implement a Web Application Firewall (WAF) on all websites to protect against malicious traffic.

- network segmentation
 - First phase segmentation into subsidiaries (e.g. Foot Locker).
 - Gradual implementation of Group wide segmentation by 2027.
- Security by Design & Architecture
 - Installation of pre go live security gates.
 - Apply non functional security requirements to all implementations.
- security awareness
 - Comprehensive training campaigns.
 - Structured phishing simulation program in progress.

A total of:

- 20.000 € for trainings and phishing simulations
- 475.000€ for 24x7 SOCaaS & MDR (with integrated Threat Intelligence & Brand Monitoring)
- 27.000 € for Security by Design & Architecture Services
- additional IT OPEX/CAPEX for Microsoft E5 licenses, WAF, SD-WAN, backup infrastructure and other cyber security technologies.

For the following years (2026 and 2027), projects are planned such as:

- SD WAN & Full Network Segmentation Completion - FY26
- Holistic Backup, encrypted and logically isolated from production environments - FY26
- Network Detection & Response (NDR) - FY26
- Unified Penetration Testing Framework - FY26
- Strengthening Email Security - FY26
- Identity & Access Management (IAM) - FY27
- Data Loss Prevention (DLP) - FY27

Targets and expected results:

- Reducing the risks of account compromise and phishing.
- Further improve detection & response times.
- Full homogenization of security posture across the Group.
- Enhancing resilience and preparedness against modern cyber threats.
- Compliance with modern standards and regulatory requirements.

The management of this risk is supported by the Group's integrated policy framework, which includes the Information Security Policy, the Access Control Policy, the Data Classification & Handling Policy, the Incident Management Procedure and the Supplier Security Policies. All policies and procedures are available on the Group's internal corporate system/portal (OPIS) which acts as a central repository for policies, procedures, guidelines and operating documents, so that employees have access to the latest versions.

Opportunity (IRO 51): Technology & Digital transformation

In the year 2025, Fourlis Group implemented a series of strategic interventions in the field of technology and digital transformation to improve operational efficiency, enhance customer experience, strengthen data analytics and ensure business continuity through modern security standards.

I. E Commerce Platform for Foot Locker:

In 2025, the implementation of the e-shops of Foot Locker, which was integrated into the group, began. The Greece e-shop went live at the beginning of April 25. Then we proceeded to the implementation of the e-shop in Romania. This one came into operation

on July 25. As of October 25, the implementation of the e-shop for Bulgaria has started, which is expected to be delivered in early 2026 and then we will proceed with the implementation of the e-shop for Cyprus.

Budgeted expenditure:

- Greece: € 238.000
- Romania: € 30.000
- Bulgaria: € 25.000

II. Operations & Supply Chain Improvement Replenishment Supply Chain

In 2025, Furlis Group proceeded with the implementation in the SAP information system, aiming to automate the stock replenishment process in Intersport and Foot Locker stores. This action was necessary as the previous system supporting the process had structural weaknesses.

Within 2026, the Group will implement a new Demand Planning & Forecasting system, which will fully cover the operational needs of the Group's companies Sportswear Market SA, Sportswear Market Ltd Cyprus and Genco Trade Srl. Budgeted expenditure: The implementation is carried out by the Group's internal implementation team.

III. Implementation of Group-wide EDI Modernization (Group-wide EDI Modernization)

Furlis Group proceeded to the design and implementation of a new integrated Electronic Data Interchange (EDI) platform, aiming to meet the business needs of Sportswear Market for communication with suppliers through the B24 system, as well as the integration of other local suppliers into the platform.

The implementation includes a fully automated end-to-end interface with suppliers and automatic updating of the Group's information systems. Through this project, significant savings in human resources and optimization of information processes in the supply chain are achieved. In addition, the digital management and registration of suppliers' invoices is integrated. Budgeted expenditure: € 90.000

IV. SAP Migration to Azure Cloud Infrastructure (SAP Migration to Azure Cloud)

Furlis Group completed the migration of SAP IT infrastructure to the Azure Cloud environment, aiming to enhance business performance, security and availability of critical systems. This action contributed to the reduction of operational risks associated with the older technological infrastructure and led to a gradual decoupling from the Group's local Data Center in Schimatari. The migration to Azure enabled improved resource management, increased flexibility and better business continuity, aligning the Group's technology infrastructure with modern best practices.

Budgeted expenditure: 18.000 €.

V. Data Platforms

Furlis Group implemented in 2025 a series of targeted interventions to enhance the quality, reliability and use of data in management information for informed and valid data flows. These projects enhance the Group's ability to make data-driven decisions and better use it in decision-making.

• Central Data Warehouse

In 2025, Furlis Group implemented a single Central Data Warehouse for the homogenization and analysis of corporate data, initially for the needs of management and then for Foot Locker. In the same context, the consolidation of the reporting of all Group companies into a common platform was initiated, achieving rationalisation

of computing resources and improving the quality of the information available for decision making.

Budgeted expenditure: The implementation was carried out by the internal team of the IT Department.

- MIS Reporting Infrastructure

In the last quarter of 2025, the deployment of the new MIS Reporting infrastructure was completed. The platform provides management with daily access to standard indicators such as Profit & Loss, Balance Sheet and Cash Flow, through consolidated financial data and common account mappings.

Budgeted expenditure: The implementation was carried out by the internal team of the IT Department.

VI. IT Operating Model & Governance

- New IT PMO Structure & Project Management Process

In 2025, Fourlis Group activated a new IT PMO (IT Project Management Office) framework for the prioritisation, control and monitoring of all IT projects. The new structure enhances transparency, optimal resource utilisation and effective implementation of strategic projects, aligning processes with the Group's governance requirements.

At the same time, the ClickUp Project Management system was implemented, which enabled the creation of a unified project governance framework with common processes, documentation standards and improved visibility into deadlines, priorities and operational risks. The use of standardized tools, such as project plan templates, Risk Registry, Stakeholders Registry and UAT documentation, enhanced accountability, documentation quality and audit readiness. ClickUp now supports the coordination between the IT, Finance, Procurement and individual corporate units, reducing operational gaps and constituting a critical infrastructure for the Group's digital transformation and sustainable business operation.

Budgeted expenditure: 2.000 €.

- New internal request management process (Ticketing Platform)

During 2025, the FOURLIS Group made a critical upgrade of its digital operation with the implementation of the Jira system, which is now the central tool for recording, organising, monitoring and managing IT requests and projects at Group level. The transition to a single work management framework, replacing scattered and non-standardised communication channels, has significantly enhanced transparency, efficiency and decision-making in the IT Directorate.

The migration to Jira has also enabled the integration of all IT support channels, as requests previously sent via email are now collected exclusively in the system, enhancing analytics, traceability and accuracy in IT KPIs. User training and the official announcement of the adoption of Jira as the single channel for requests ensure homogeneity in the use and proper functioning of the new model.

Overall, the implementation of Jira contributes significantly to the Group's compliance with:

- Strengthening transparency and accountability in operational governance,
- The digitisation of critical business processes,
- Improving the efficiency and measurability of IT services,
- Strengthening security, traceability and data quality,
- The creation of a unified framework for risk and performance assessment in IT Operations & Service Management.

At the beginning of 2026, the Jira system will be extended to all companies and all countries where the Group is present.

Budgeted expenditure: 25.000 €.

The actions planned for the years 2026-2027 focus on:

- Completion of major digital projects, such as the e-commerce upgrade, the SAP migration and the development of more targeted customer segmentation.
- Application of Artificial Intelligence (AI) solutions in decision-making processes, retail operations, supply chain and corporate governance.
- Further strengthen digital security and data protection to reduce risks and enhance operational resilience.
- Maturation of the IT PMO operating model, with emphasis on improving project prioritization, monitoring and documentation processes.
- Development of a single data governance and unified reporting framework through a new Enterprise Performance Management (EPM) system, which will replace the existing SAP BPC by the 2nd quarter (Q2) of 2026.

The reporting year was a year of intensive digital acceleration for the Fourlis Group, with projects that improved customer experience, enhanced operational efficiency, developed advanced data analytics capabilities and strengthened security and systems governance. The planned projects for the years 2026-2029 ensure the continuation of the technological upgrade and full alignment with the Group's sustainability targets.

10.4.1.1.6 Sustainability Targets of Fourlis Group

{ESRS G1.ESRS2 -MDR-T}

Target	Base year	Base year measurement	2025	% Change 2025 compared to base year	2025 (short-term)	2026 to 2030 (medium-term)	2031 to 2050 (long-term)
Governance							
Number of confirmed cases of corruption or bribery	2024	0	0	0%	0	0	0
Incidents related to possible personal data leakage	2025	0	0	0%	0	0	0
Evaluation of the Group's key suppliers based on ESG criteria ****	2026	-	-	-	Design of a suppliers' evaluation system	50	50

Table 49

Progress in Targets

- **Number of confirmed cases of corruption or bribery**
As part of the Fourlis Group's commitment to integrity and business ethics, no incidents of corruption and bribery have been recorded, in line with the target set.
- **Significant data loss incidents in all (100%) operations and subsidiaries**
In line with the target set by the Fourlis Group, no incident of loss of personal data has been recorded during the reporting period.

The Group has set a target to launch e-learning specialised training courses on preventing and fighting corruption and bribery in 2026.

For this reporting period, no roles have been identified as having a higher risk for incidents of corruption and bribery, as existing internal control procedures are applied horizontally across all levels of the Group, ensuring that no single position operates without the necessary oversight.

10.4.1.7 Performance indicators/Metrics

{ESRS G1-4 24, 25 / ATHEX ESG A-G2}

Incidents of corruption or bribery	2024	2025
Confirmed cases of corruption or bribery	0	0
Confirmed incidents where a business agreement has been terminated or not renewed due to a case of corruption or bribery	0	0
Number of judgments (convictions) handed down in corruption or bribery cases	0	0
Amount of fines issued in cases of corruption or bribery.	0 €	0 €

Table 50

Reporting principles for metrics

1. Data on incidents of corruption or bribery relate to the entire Fourlis Group.
2. Evaluation of the Group's key suppliers based on ESG criteria ****: The number "50" refers to the total number of key suppliers that will have been evaluated based on ESG criteria over the medium term, not the annual number of evaluations. The respective target also applies to the long-term period.

10.5 Table of References

Table 51 below provides a summary overview of all internal references within the Sustainability Report, as well as references to the Annual Financial Statements, in order to avoid duplication and ensure traceability in accordance with ESRS requirements.

Section	Module Description	Type of Reference	Reference Section	Reference text
10.1.1.1	General information: Sustainability statement reporting principles	External_Financials	Notes Section 1.2	The direct and indirect subsidiaries of the Group, which are included in the consolidated data for the period 1/1-31/12/2025, by sector and country of operation
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.1.2	More information about the double materiality assessment and its results is provided in section 10.1.2 Double Materiality Assessment.
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.2.2.4	Climate Change: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships up and/or down the value chain in sections 10.4.1.
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.2.3.2	Use of Resources and Circular Economy: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships upstream and/or downstream the value chain in thematic sections 10.2.3.

Section	Module Description	Type of Reference	Reference Section	Reference text
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.3.1.4	Own Workforce: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships upstream and/or downstream the value chain in thematic sections 10.3.1.
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.3.2.3	Affected communities: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships upstream and/or downstream the value chain in thematic sections 10.3.2.
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.3.3.4	Consumers and end users: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships upstream and/or downstream the value chain in thematic sections 10.3.3.
10.1.1.1	General information: Sustainability statement reporting principles	Internal	Section 10.4.1.4	Business Conduct: This report includes information on the material impacts, risks and opportunities associated with the company through its direct and indirect business relationships upstream and/or downstream the value chain in thematic sections 10.4.1.
10.1.1.1	General information: Strategy, business model and value chain	External_Financials	Notes Section 5	In section 5 "Segment Information" of the notes of the annual financial statement presents the analysis of the Fourlis Group's total revenues for the reporting year 2025, by operating segment in accordance with the requirements of IFRS 8 "Operating segments".
10.1.1.1	General information: Sustainability statement reporting principles	Internal	10.1.1.1	The metrics and indicators presented in this report cover all of the Group's activities, as defined in the Key Information of this section (10.1.1.1).
10.1.1.1	General information: Sustainability statement reporting principles	Internal	10.2.3.5	During the reporting year, a change occurred in the availability and completeness of waste data, which resulted in the revision of the previous year's comparative figures. Detailed documentation of the change and the applied methodology is presented in the section 'Reporting principles for metrics – 10.2.3.5 Metrics'.
10.1.1.3	General information: Composition and diversity of the administrative, management and supervisory bodies	External_URL	https://www.fourlis.com/fourlis-group/corporate-governance/board-of-directors-of-fourlis-holdings-sa/	The knowledge, experience and skills of the Board of Directors and the Sustainability Committee are listed in the detailed CVs of the members of the Board of Directors and senior executives on the Fourlis Group website (Board of Directors - fourlis.gr)
10.1.1.3	General information: Composition and diversity of the administrative, management and supervisory bodies	External_URL	https://www.fourlis.com/fourlis-group/corporate-governance/management-team/	The knowledge, experience and skills of the Board of Directors and the Sustainability Committee are listed in the detailed CVs of the members of the Board of Directors and senior executives on the Fourlis Group website (Executive Officers - fourlis.gr).

Section	Module Description	Type of Reference	Reference Section	Reference text
10.1.1.7	General information: Strategy, business model and value chain	External_Financials	Notes Section 5	In section 5 "Segment Information" of the notes of the annual financial statement presents the analysis of the Fourlis Group's total revenues for the reporting year 2025, by operating segment in accordance with the requirements of IFRS 8 "Operating segments".
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.2.2.4 & 10.2.2.5	Climate Change: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to take advantage of specific significant opportunities, are discussed in detail in section 10.2.2.
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.2.3.2 & 10.2.3.3	Use of Resources and Circular Economy: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to exploit specific significant opportunities, are discussed in detail in section 10.2.3.
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.3.1.4 & 10.3.1.5	Own Workforce: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to exploit specific significant opportunities, are discussed in detail in section 10.3.1.
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.3.2.3 & 10.3.2.4	Affected communities: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to exploit specific significant opportunities, are discussed in detail in section 10.3.2.
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.3.3.4 & 10.3.3.5	Consumers and end users: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to exploit specific significant opportunities, are discussed in detail in section 10.3.3.

Section	Module Description	Type of Reference	Reference Section	Reference text
10.1.2.3	Double Materiality Assessment: Impact, Risk and Opportunity Rating Scale (IROS)	Internal	Sections 10.4.1.4 & 10.4.1.5	Business Conduct: The current and expected impact of the Group's significant impacts, risks and opportunities on the business model, value chain, strategy and decision-making, as well as the Group's actions or planned actions to address these impacts, including any strategic or business adjustments undertaken or planned to address specific significant impacts or risks or to exploit specific significant opportunities, are discussed in detail in section 10.4.1.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.2.2.7	* An explanation of the term LFL is given in section 10.2.2.7 - Reference principles for measurements.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.2.2.6	Climate Change: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.2.2 of this Sustainability Report.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.2.3.4	Use of Resources and Circular Economy: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.2.3 of this Sustainability Report.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.3.1.6	Own Workforce: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.3.1 of this Sustainability Report.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.3.2.5	Affected communities: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.3.2 of this Sustainability Report.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Section 10.3.3.6	Consumers and end users: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.3.3 of this Sustainability Report.
10.1.2.4	Double Materiality Assessment: Metric indicators and targets	Internal	Sections 10.4.1.6	Business Conduct: The targets and progress in these, together with the Metric indicators are described in more detail in the specific thematic section 10.4.1 of this Sustainability Report.
10.2.2.1	E1– Climate Change: Transition plan for climate change mitigation	Internal	Section 10.2.2.6	These targets include a 100% reduction of Scope 1 emissions related to stationary equipment fuels and a 50% reduction of Scope 2 emissions by 2030 in Greece, as described in sub-section 10.2.2.6 Targets.
10.2.2.1	E1– Climate Change: Transition plan for climate change mitigation	Internal	Section 10.2.2.5	In order to achieve its emission reduction targets, Fourlis Group implements a number of initiatives to mitigate climate change, as mentioned in sub-section 2.2.5 Actions.
10.2.2.1	E1– Climate Change: Transition plan for climate change mitigation	Internal	10.2.1	EU Taxonomy Report: In accordance with section 10.2.1 (reporting based on the EU taxonomy), the Group has allocated capital expenditure.
10.2.2.1	E1– Climate Change: Transition plan for climate change mitigation	Internal	Section 10.2.2.6	Potential locked-in emissions from petroleum fuel backups for generators represent only 0,02% of total fossil fuel consumption at stationary sources. Due to their extremely low impact, and the fact that they are only used in exceptional cases and not on a permanent basis, they have been excluded from the Scope 1 target calculations (sub-section 10.2.2.6 Targets).

Section	Module Description	Type of Reference	Reference Section	Reference text
10.2.2.2	E1- Climate Change: Policies	External_ URL	https://www.fourlis.com/el/viosimotitas/	The Sustainability Strategy and Policy is published on the Group's page Fourlis Sustainability Strategy Innovation & Responsibility.
10.2.2.4	E1- Climate Change: The identification and assessment of material impacts, risks and opportunities	Internal	10.1.2	Climate Change: The significant impacts, risks and opportunities related to climate change mitigation/adaptation and energy identified according to the materiality analysis described in Section 10.1.2 - Dual Materiality Analysis
10.2.2.6	E1- Climate Change: Fourlis Group Sustainability Targets	Internal	Section 10.2.2.7	Clarifications regarding Scope 1 - Direct Emissions from Combustion in Stationary Sources (GR) *, Market Based(GR) **, Market Based (GR) Comparative LFL *** are given in subsection 10.2.2.7 - Reference principles for measurements.
10.2.3.1	E5-Use of Resources and Circular Economy: Policies related to resource use and the circular economy	External_ URL	https://www.fourlis.com/el/o-omilos-fourlis/etairiki-diakyvernisi/systima-esoterikou-elegxou/	The Sustainability Strategy and Policy as well as the Supplier Code of Conduct are published on the Fourlis Group Internal Audit System page Fourlis Group.
10.2.3.2	E5-Use of Resources and Circular Economy: The identification and assessment of material impacts, risks and opportunities	Internal	10.1.2	Use of Resources and Circular Economy: The methodology for conducting the materiality analysis is described in Section 10.1.2 - Double Materiality Assessment, of this report.
10.3.1.1	S1 - Own Workforce: Stakeholders' interests and views	Internal	Section 10.1.1.8	Further information on how and how often to communicate with employees to identify and assess risks, opportunities and impacts is presented in section 10.1.1.8 Stakeholder interests and views.
10.3.1.3	S1 -Own Workforce:Policies	External_ URL	https://www.fourlis.com/el/o-omilos-fourlis/etairiki-diakyvernisi/systima-esoterikou-elegxou/	All the above policies are published on the Fourlis Group website Internal Audit System Fourlis Group.
10.3.1.4	S1 - Own Workforce: The identification and assessment of material impacts, risks and opportunities	Internal	10.1.2	The methodology for conducting the materiality analysis is described in Section 10.1.2 - Double Materiality Assessment, of this report.

Section	Module Description	Type of Reference	Reference Section	Reference text
10.3.1.4	S1 - Own Workforce: The identification and assessment of material impacts, risks and opportunities	Internal	Section 10.1.2.3	The time horizon of potential or actual risks/opportunities is indicated in Table 5 in Section 10.1.2.3 of this Sustainability Report.
10.3.2.1	S3-Affected communities: Interests and views of stakeholders	Internal	Section 10.1.1.8	A more detailed discussion of the ways and frequency of communication with affected communities to identify and assess risks, opportunities and impacts is presented in Section 10.1.1.8 Stakeholder interests and views.
10.3.2.2	S3-Affected communities: Policies	External_ URL	https://www.fourlis.com/el/o-omilos-fourlis/etairiki-diakyvernisi/systima-esoterikou-elegxou/	These policies are published on the official website of the Fourlis Group Internal Control System Fourlis Group
10.3.2.3	S3-Affected communities: Interests and views of stakeholders	Internal	10.1.2	The methodology for conducting the materiality analysis is described in Section 10.1.2 - Double Materiality Assessment, of this report.
10.3.2.3	S3-Affected communities: The identification and assessment of material impacts, risks and opportunities	Internal	Section 10.1.2.3	The time horizon of potential or actual risks/opportunities is indicated in Table 5 in Section 10.1.2.3 of this report.
10.3.3.1	S3-Affected communities: The identification and assessment of material impacts, risks and opportunities	Internal	Section 10.1.1.8	Additional information regarding accountability for the implementation of policies, as well as safeguarding the interests of stakeholders, is provided in section 10.3.1.3 - Table 26.
10.3.3.1	S4 - Consumers and end users: Interests and views of stakeholders	Internal	Section 10.1.1.8	Consumer views and interests are collected through continuous and multi-channel communication as described in section 10.1.1.8 of this report.
10.3.3.4	S4 - Consumers and end users: The identification and assessment of material impacts, risks and opportunities	Internal	10.1.2	The methodology for conducting the materiality analysis is described in section 10.1.2 - Double Materiality Assessment, of this report.
10.3.3.5	S4 - Consumers and end users: Actions related to Consumers and end users	External_ URL	https://www.ikea.gr/exupiretisi-pelaton/upiresies-ikea/tropoipliromis .	All available payment options are available at: https://www.ikea.gr/exupiretisi-pelaton/upiresies-ikea/tropoipliromis .

Section	Module Description	Type of Reference	Reference Section	Reference text
10.4.1.1	G1 - Business Conduct: The role of the administrative, management and supervisory bodies	External_Financials	Section 15	The role and expertise of the administrative, management and supervisory bodies in relation to business conduct are clearly defined in the Fourlis Group Corporate Governance Statement of this Annual Report 2025.
10.4.1.2	G1 - Business Conduct: Policies	External_Financials	Annual Financial Statements /Management Report	For more information on the content, scope and governance framework of the policies on business conduct and culture, the reader is referred to the Corporate Governance Statement of the Annual Report 2025.
10.4.1.4	G1 - Business Conduct: The identification and assessment of material impacts, risks and opportunities	Internal	Section 1.2	The methodology for conducting the materiality analysis is described in Section 1.2 - Double Materiality Assessment, of this report.
10.4.1.4	G1 - Business Conduct: The identification and assessment of material impacts, risks and opportunities	Internal	Section 10.1.2.3	The time horizon of potential or actual risks/opportunities is indicated in Table 5 in Section 10.1.2.3 of this report.
10.6	10.6 Appendix B - ESRS disclosure requirements covered by the Group's sustainability report	External_URL	Delegated regulation - EU - 2023/2772 - EN - EUR-Lex	The relevant European Union regulatory acts (SFDR, Pillar 3, Benchmark Regulation, and EU Climate Law) related to the disclosure requirements in this table are referenced in the official regulatory text, available at the following link.

Table 51

10.6 Appendix B - ESRS disclosure requirements covered by the Group's sustainability report

{ESRS 2 IRO-2 56}

Disclosure Requirement and related datapoint	Reference	Materiality
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	10.1.1.3 Composition and diversity of the administrative, management and supervisory bodies	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21e	10.1.1.3 Composition and diversity of the administrative, management and supervisory bodies	
ESRS 2 GOV-4 Statement on due diligence paragraph 30	10.1.1.5 Sustainability Due diligence process and Sustainability Working Groups	
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	-	not applicable

Disclosure Requirement and related datapoint	Reference	Materiality
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	-	not applicable
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	-	not applicable
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	-	not applicable
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	10.2.2.1 Transition plan for climate change mitigation	
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	10.2.2.1 Transition plan for climate change mitigation	
ESRS E1-4 GHG emission reduction targets paragraph 34	10.2.2.6 Furlis Group Sustainability Targets	
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	-	not applicable
ESRS E1-5 Energy consumption and mix paragraph 37	10.2.2.7 Metric Indicators	
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	10.2.2.7 Metric Indicators	
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	10.2.2.7 Metric Indicators	
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	10.2.2.7 Metric Indicators	
ESRS E1-7 GHG removals and carbon credits paragraph 56	-	not applicable
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66	-	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)	-	

Disclosure Requirement and related datapoint	Reference	Materiality
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).	-	
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).	-	
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69	-	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	-	non material
ESRS E3-1 Water and marine resources paragraph 9	-	non material
ESRS E3-1 Dedicated policy paragraph 13	-	non material
ESRS E3-1 Sustainable oceans and seas paragraph 14	-	non material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	-	non material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	-	non material
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	-	non material
ESRS 2- SBM 3 - E4 paragraph 16 (b)	-	non material
ESRS 2- SBM 3 - E4 paragraph 16 (c)	-	non material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	-	non material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	-	non material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	-	non material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	10.2.3.5 Metric Indicators	
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	10.2.3.5 Metric Indicators	

Disclosure Requirement and related datapoint	Reference	Materiality
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)		
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)		
ESRS S1-1 Human rights policy commitments paragraph 20	10.3.1.3 Policies	
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	10.3.1.2 Subscriptions	
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	10.3.1.3 Policies	
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	10.3.1.3 Policies	
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	10.3.1.1 Interests and views of stakeholders 10.3.1.3 Policies	
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	10.3.1.6 Sustainability Targets of the Fourlis Group	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 €	10.3.1.7 Metric Indicators (Unavailable information)	
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	10.3.1.7 Metric Indicators	
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	10.3.1.7 Metric Indicators	
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	10.3.1.7 Metric Indicators	
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	10.3.1.7 Metric Indicators	
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	-	non material
ESRS S2-1 Human rights policy commitments paragraph 17	-	non material

Disclosure Requirement and related datapoint	Reference	Materiality
ESRS S2-1 Policies related to value chain workers paragraph 18	-	non material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	-	non material
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	-	non material
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	-	non material
ESRS S3-1 Human rights policy commitments paragraph 16	10.3.2.2 Policies	
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	10.3.2.2 Policies	
ESRS S3-4 Human rights issues and incidents paragraph 36	10.3.2.6 Metric Indicators	
ESRS S4-1 Policies related to consumers and end-users paragraph 16	10.3.3.2 Policies	
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	10.3.3.2 Policies	
ESRS S4-4 Human rights issues and incidents paragraph 35	10.3.3.5 Actions related to Consumers and end-users	
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	10.4.1.2 Policies	
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	10.4.1.2 Policies	
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	10.4.1.7 Metric Indicators	
ESRS G1-4 Standards of anti- corruption and anti- bribery paragraph 24 (b)	10.4.1.2 Policies 10.4.1.5 Actions	

Table 52

The relevant European Union regulatory acts (SFDR, Pillar 3, Benchmark Regulation, and EU Climate Law) related to the disclosure requirements in this table are referenced in the official regulatory text, available at the following link: [Delegated regulation - EU - 2023/2772 - EN - EUR-Lex](#).