



2013
SOCIAL
RESPONSIBILITY
REPORT

FOURLIS
GROUP OF COMPANIES



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CEO Message

In 2013, another difficult year for Greece, at the **FOURLIS Group** we faced the relevant challenges with devotion to our basic Principles and Values: **Integrity, Respect, Efficiency**.

By identifying the connection between our economic, social and environmental issues and the impacts of our operations with the Group's sustainability, we try to continuously improve our approach to Social Responsibility and its four pillars: our People; the Society; the Marketplace and the Environment.

In this context, we proudly present our fifth consecutive **Annual Social Responsibility Report of the FOURLIS Group**. The current Report refers to the 2013 fiscal year and has been prepared "in accordance-core" to the most recent G4 version of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.

We believe that this effort reflects our commitment to correlate our broader strategy with corporate responsibility issues and consequently to focus our relevant policies and initiatives on the material sustainability issues of the **FOURLIS Group**.

Concurrently, in this **2013 Social Responsibility Report**, we present our applied policies and practices, as well as our dedication to their continuous improvement, in the context of our **voluntary participation in the UN GLOBAL COMPACT** and the adaptation of its ten (10) Principles regarding Human Rights, Labor, Environment and Anti-Corruption issues. The respective Communication on Progress Report is available on page 118.

In the context of the Group's sustainable development, it is worth mentioning that in Greece, from where 69% of our revenues derives (2013 fiscal year), the Group's Management applied a prudent and focused development policy by **establishing new IKEA Pick up Points and INTERSPORT stores**, ensuring their funding, under extremely adverse circumstances created by the macroeconomic environment. At the same time, the Management of the Group, firmly committed to its objectives, has created a powerful legacy for future profitability, due to significant market shares gained by the retailers in the year 2013. In the rest of the countries that the Group operates, we implemented our business plan with selective investments mainly in the retail trading of sporting goods segment (INTERSPORT Stores).

Additionally, in 2013, the centralization of the Group's support services in Greece was fully operational, particularly regarding IT services, Human Resources, Financial Planning and Controlling, Treasury and Social Responsibility management. The centralization was initially implemented in 2012, with the aim of synergies utilization and central coordination in decision making and implementation.

In 2014, the Management of the Group, facing now, with reasonable optimism, the improvement of the economic environment which will lead to the recovery of the economy, will proceed to the implementation of its business plan, giving emphasis on the retail segment and to the expansion of its market shares, by accomplishing selective investments not only in Greece but also in all the other countries where the Group operates, as follows:

- In the retail trading of home furniture and household goods segment (IKEA stores), a network of seven (7) stores in Greece, Cyprus and Bulgaria and four (4) Pick up Points in Greece, in 2014 it is expected two (2) new pick up Points to be added in its network.
- In the retail trading of sporting goods segment (INTERSPORT stores), a network of ninety (90) stores in Greece, Romania, Bulgaria, Cyprus and Turkey, in 2014 it is expected eight (8) new stores to be added in its network.
- The policy of gaining benefits from synergies within the Group will continue for the year 2014.

While identifying opportunities for continuous improvement, we hope that this Social Responsibility Report of the **FOURLIS Group** will become a tool, for all those who are directly involved with the Group, for learning and understanding the link between our corporate responsibility and sustainability with our economic, social and environmental impacts.

Apostolos Petalas
CEO
FOURLIS Group



Social Responsibility Department Message

In 2013, **FOURLIS Group of Companies**, an exclusively Greek organization, completed 63 years of market presence in Greece.

Since 1950, in the **FOURLIS Group** we operate with responsibility, vision and transparency always directed by our principles - Integrity, Respect, Efficiency- contributing to the Greek economy and supporting the Greek society.

In the **FOURLIS Group** we understand that we are an active member of the society where we operate and that it is our obligation to respond to the demands of each period and of our stakeholders, by operating responsibly and by offering products and services which aim to the creation of a better life for everyone.

2013 was another difficult year for our country, the society and its citizens. One more year that economic recession and uncertainty challenged our optimism and faith for a better tomorrow.

At the **FOURLIS Group** we are proud because, despite the difficult economic and social circumstances, we sought and managed to stay focused to the commitments that we have undertaken in the context of the Group's strategy for Social Responsibility, and have managed to complete a broad and material support project for our People, the Market, the Society as well as for the protection of the Environment.

In 2013 we continued the implementation of a wide range of actions related to the Group's employees and the protection and improvement of their quality of life, offering free medical exams and discounts in partnership with medical and diagnostic centers, sports opportunities, healthy diet suggestions, health prevention and protection speeches and plenty more benefits.

Recognizing the concern of the Greek family for the children's future and the parents' effort to support their children in their academic course, we initiated the new scholarship program "**Studying with a Scholarship**", offering a significant financial support to students that are children of the Group's employees, who study in a city different than their hometown and whose parents face economic difficulties for covering their accommodation costs.

Listening to the needs of the society and having "**Together for a Better Quality of Life**" as our motto, we implemented, for one more year, equipment donation and furnishing programs for Institutions, Organizations and NGOs, offering products from **IKEA** and **FOURLIS TRADE** and aiming to create a hospitable environment for our less fortunate fellow citizens. Concurrently, we initiated a promising support and equipment donation program for nursery schools in Epirus and Thessaly, which we commit to continue and expand next year to other areas of Greece.

In cooperation with the NGO "**BOROUME**" ("We Can"), **IKEA** continued the free meals distribution, from its stores, to people in need.

INTERSPORT implemented its own Social Responsibility program titled "**FTANOUME STA AKRA**" (We Reach the Edges), in the context of which we visited, for a third consecutive year, public elementary schools in border areas of Greece, donating sports equipment for pupils sports activities. At the same time, athletes of local sport clubs spoke to the children about the value of sports and healthy diet for their life.

With the undivided support and the participation of the Group's employees, we implemented a series of important actions like the voluntary blood donation, the food and other essential supplies donation to NGOs and Institutions in Greece and Cyprus, as well as the support of social causes through the voluntary participation of our employees in sport events.

Having recognized our responsibility for the protection of the environment, we continued to implement recycle and energy saving programs in the Group companies' premises, while raising employee awareness in environmental protection issues and continuing to focus in environmental friendly products.

While our operations continue to grow in Greece as well as abroad (Cyprus, Bulgaria, Romania, Turkey), we commit to continue the development of the Social Responsibility programs we implement, aiming to respond to the most important needs and expectations of our people, citizens and the communities in which we operate, creating the conditions for a better life for all.

Lyda Furlis
Corporate Social Responsibility Director
FOURLIS Group



ABOUT THIS REPORT

REPORTING PERIOD

This **FOURLIS Group** Social Responsibility Report includes information regarding the Group's sustainability policies and relevant performance and covers the period from January 1st to December 31st, 2013. It is the fifth consecutive, annual Social Responsibility Report we publish and it is available as an electronic pdf file at www.fourlis.gr. Our previous Report was published in June 2013 and it covered the 2012 calendar year.

The Report is addressed to all our stakeholders and to those interested in our approach and management of the **FOURLIS Group's** sustainability issues.

REPORTING GUIDELINES AND CONTENT DETERMINATION

The 2013 Social Responsibility Report was developed "in accordance-core" to the most recent G4 version of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines. We believe that this choice reflects our commitment to correlate our broader strategy with corporate responsibility issues, focusing on the most material aspects linked to our corporate sustainability.

In particular, in order to define the report content we conducted a relevant materiality analysis of the Group's sustainability issues, for which we provide further information on page 40. The respective GRI G4 Content Index has been developed "in accordance-core" and can be found on page 120. This Report is also our "Communication on Progress", regarding the **FOURLIS Group** commitment to adhere to the ten Principles of the United Nations Global Compact.

ASSURANCE

This Report does not include an independent assurance statement. We recognize the importance of an assurance process as far as information credibility within the Report is concerned, as well as the internal value regarding process improvements. We will examine the possibility to proceed with external assurance in future Reports.

COMMUNICATION

For any aspect related to the Report, as well as for any Social Responsibility issue of the **FOURLIS Group**, please contact:

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1

OUR GROUP

OUR VALUES



Integrity
Respect
Efficiency

OUR VISION AND MISSION



To create superior value for our Customers, People, Shareholders and Society, by delivering goods and solutions for better living

1.1

FOURLIS GROUP PROFILE

FOURLIS HOLDINGS S.A. (FOURLIS Group) is the successor of A. FOURLIS AND CO, which was founded by Anastasios Furlis in 1950, in Athens, in cooperation with his brothers, Stelios, Ioannis, and Ilias. Currently, the **FOURLIS Group** is one of the largest trading Groups of consumer goods in Greece, Cyprus, Bulgaria, Romania, and Turkey.



THE GROUP'S FIELD OF BUSINESS ACTIVITIES INCLUDE:

- Retail sales of household goods, through **IKEA** stores in Greece, Cyprus, and Bulgaria.
- Retail sales of sports equipment, through **INTERSPORT** stores in Greece, Cyprus, Bulgaria, Romania and Turkey.
- Retail sales of women's fashion (clothes and accessories) through the **NEW LOOK** stores in Romania.
- Wholesale of electric appliances (**KORTING**, **GENERAL ELECTRIC** & **LIEBHERR**) in Greece.

MILESTONES IN THE FOURLIS GROUP'S HISTORY



Founding of
**A. FOURLIS
and CO**

Exclusive
Representation of
GENERAL ELECTRIC
appliances

Exclusive
representation of
NEFF household
appliances

Acquisition of
51% of
**P. KOTSOVOLOS
SA**

Founding of
GENCO
Romania and
Bulgaria

Exclusive
Samsung supplier.
Founding of
**FOURLIS TRADE
SA**

First **IKEA** store in
Athens (Airport).
First **INTERSPORT**
store in Romania

First **IKEA** store
in Cyprus

IKEA store
in Larissa

Acquisition of
INTERSPORT branch
network in Turkey.
Acquisition of **NEW LOOK**
franchise.
4 **NEW LOOK** stores open
in Romania.
IKEA store opens in Sofia,
Bulgaria

New **INTERSPORT**
stores in Greece,
Romania and Turkey.
3 **IKEA** Centres for
Orders – Deliveries
in Patras, Chania and
Heraklion

1950

1960

1970
1980

1981

1982

1988

1993

1994

1995

1999

2000

2001

2004

2006

2007

2008

2009

2010

2011

2012

2013

Establishment of the
Thessaloniki branch
1968 The company is
converted to
FOURLIS BROS SA

FOURLIS BROS SA
holds one of the top
positions in the Greek
electric appliances
market

Listed on the
**Athens' Stock
Exchange**

Supply of **MOTOROLA**
mobile products

Acquisition of
IKEA
and **INTERSPORT**
franchises

First **IKEA** store in
Greece (Thessaloniki).
Opening of the first 14
INTERSPORT stores

First **INTERSPORT**
store in Bulgaria.
Founding of **SERVICE
ONE SA**

Founding of **TRADE
LOGISTICS SA**.
Second **IKEA** store in
Athens
(Kifissos)

IKEA store in
Ioannina

New **INTERSPORT** stores in
Greece, Cyprus, Romania and
Bulgaria.
New **NEW LOOK** stores in
Romania (7 stores in total).
IKEA Centre for Orders –
Deliveries in Rhodes

THE FOURLIS GROUP OF COMPANIES

FOURLIS TRADE

SERVICE ONE

IKEA

Greece
Cyprus
Bulgaria

TRADE LOGISTICS

INTERSPORT

Greece
Cyprus
Bulgaria
Romania
Turkey

NEW LOOK

Romania



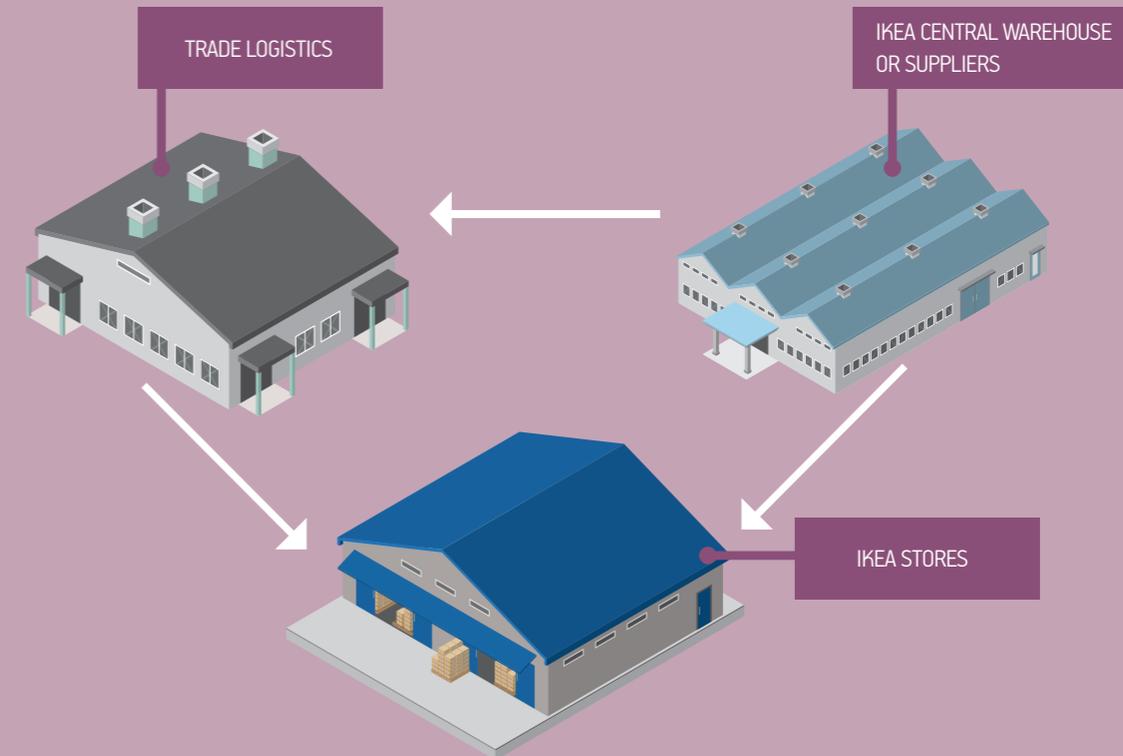
The Parent Company **FOURLIS HOLDING SA**, has a direct participation of 100% at **HOUSEMARKET SA**, **FOURLIS TRADE SA** and **INTERSPORT ATHLETICS SA**. At **SERVICE ONE SA** and **TRADE LOGISTICS SA**, the parent company has an indirect participation of 99,94% and 100% respectively.

The companies that constitute the **FOURLIS GROUP** are presented in the following text.

For further information regarding the **FOURLIS Group's** structure please refer to the Group's 2013 Annual Report available at www.fourlis.gr



The company's supply chain is presented in the following graph:

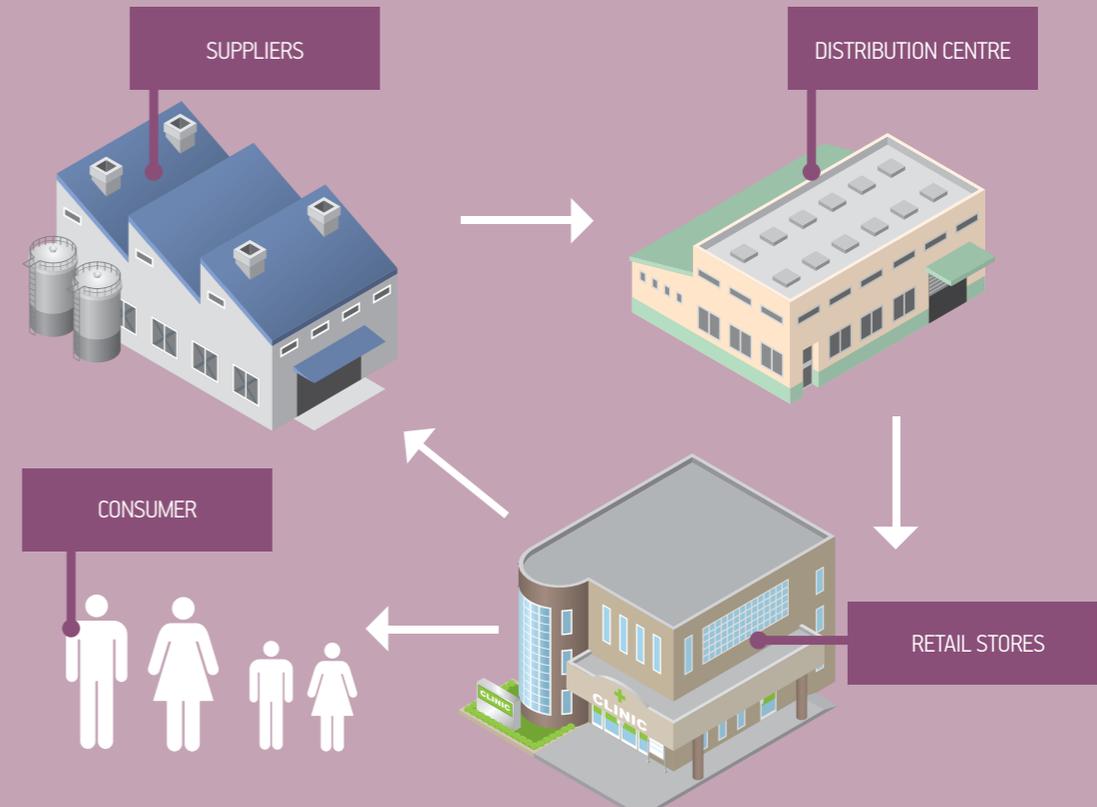


Upon its arrival in Greece, **IKEA** (HOUSEMARKET SA) introduced to the Greek market a new concept, based on the supply of a wide range of well-designed and functional furniture and household goods at affordable prices, giving, as many people as possible, the opportunity of owning them. Currently, 5 stores operate in Greece (2 in Athens, 1 in Thessaloniki, 1 in Larissa, 1 in Ioannina). Moreover, the company operates 1 store in Cyprus and 1 store in Sofia, Bulgaria. During 2013, new **IKEA** Centers for Orders and Deliveries (Pick up Points) started operating, reaching 4 in total (in Rhodes, Patras, Chania and Heraklion). **IKEA** (HOUSEMARKET SA) has a staff of approximately 2000 employees.

Depending on the needs of each store and the necessary stock for its operation, an order is placed which is either directly served by the supplier to the **IKEA** stores or to the warehouse of **TRADE LOGISTICS SA**, or by the supplier to the central **IKEA** warehouse and from there to the **IKEA** stores. Most of the orders served by suppliers are transported via third carriers directly to the warehouse of **TRADE LOGISTICS SA** and from there to the **IKEA** stores.



INTERSPORT is the number one athletic goods chain in the world, with more than 5,400 stores in 42 countries. It started its dynamic course in Greece, in September 2000. Until December 31, 2013, it operated 41 stores in Greece, 3 in Cyprus, 25 in Romania (GENCO TRADE), 4 in Bulgaria (GENCO BULGARIA) and 17 in Turkey (INTERSPORT ATHLETIK). During 2013, 8 stores in Greece, Bulgaria and Turkey were added to its network. **INTERSPORT** has a staff of approximately 1,000 employees.



Products are transported by suppliers to the company's warehouses, where they are received and inspected in terms of quality and quantity. Products are then delivered to the stores and are replaced daily or whenever needed. Finally, unsold products are returned to suppliers.

FOURLIS TRADE

FOURLIS TRADE SA is one of the largest Greek electric appliances trading company in the Greek market, with exclusive representation of well-established foreign brands, such as GENERAL ELECTRIC, LIEBHERR and KORTING. Furthermore, it provides the Greek market with kitchen absorbers under the "FOURLIS" brand name, holding a market leadership position in this category. FOURLIS TRADE has a staff of approximately 50 employees.

The company's supply chain is presented in the following graph:

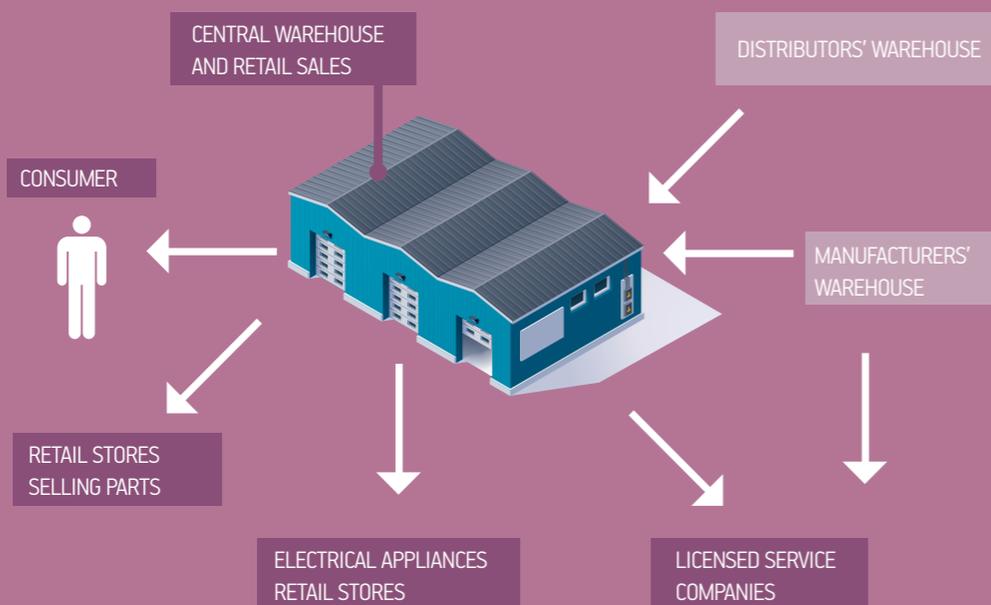


Electrical appliances are produced at the manufacturer's facilities and are then imported by the company. Next, they are transported to the company's own distribution center by carriers and from there to the retail stores, either by the company's own fleet or by external carriers. Finally, appliances are sold to the end consumer from the retail stores.

SERVICE ONE SA is an after sales service company in the field of repairs, maintenance and installation of household, electric and electronic appliances. It covers, at a national level, the largest brands in the market, such as GENERAL ELECTRIC, KORTING, LIEBHERR, FOURLIS absorbers, SAMSUNG, LG, PANASONIC. Since 2010, **SERVICE ONE** also installs **IKEA** kitchens.

The company currently employs more than 60 persons and cooperates at a national level, with 220 authorized service companies

The company's supply chain is presented in the following graph:



SERVICE ONE sources the parts used during the provision of its services from either the warehouses of the manufacturers or those of the distributors. The company serves mainly end users or electrical appliances' retail stores. Moreover, the company resells parts to licensed companies, retail stores and end consumers. All parts are delivered within 24-48 hours.



TRADE LOGISTICS

TRADE LOGISTICS SA, the first fully automated warehouse in Greece, began its operations in March 2008, having its registered offices in Schimatari of Viotia. The company aims to provide warehouse and delivery services for the **IKEA** stores in Greece and Cyprus. Thanks to its specialized and experienced personnel, the use of technology and the application of innovative methods in the field of logistics, the company aims to provide effective warehouse and delivery services as well as to expand its activities. The company's supply chain is presented in the respective **IKEA** graph.



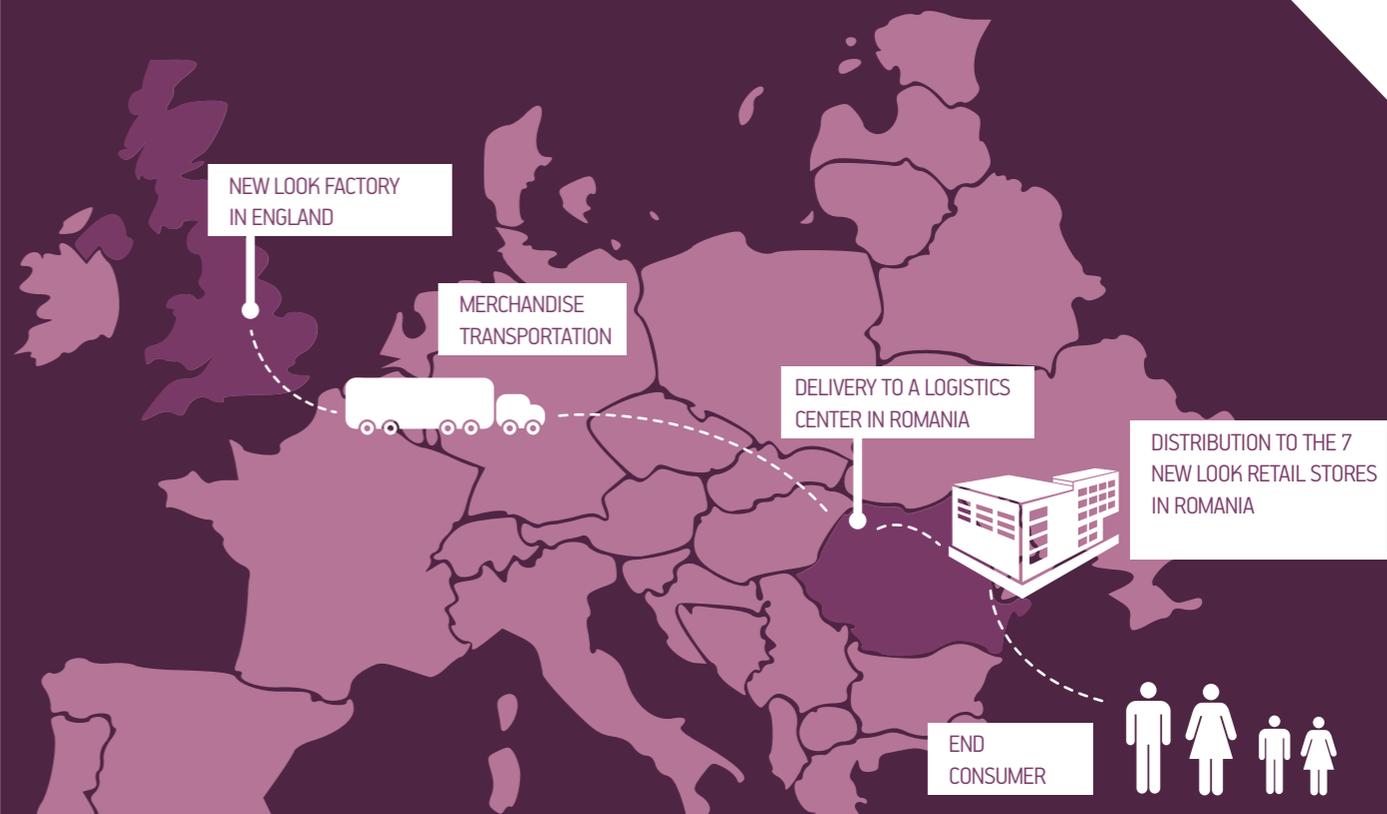


In May 2011, the **FOURLIS Group** announced the franchise rights agreement to develop **NEW LOOK** stores (GENCO TRADE SRL) in Romania and Bulgaria. **NEW LOOK** holds a leading position in the rapidly developing clothing and accessories field, offering a unique combination of fashionable, affordable, and trendy products. Renowned for its dynamic approach to fashion, **NEW LOOK** has more than 1,000 stores in the United Kingdom, Ireland, Europe, the Middle East, Russia, Malta, Ukraine and Poland.

As of December 31st 2013, the **FOURLIS Group** operated 7 woman's fashion and accessories stores in Romania, with a staff of more than 60 employees.



The company's supply chain is presented in the following graph:



Products are transported from NEW LOOK's factory in England to a logistics center in Romania. The products are then separated per store and then distributed to all 7 retail stores of the country, where products are sold to the end consumer.

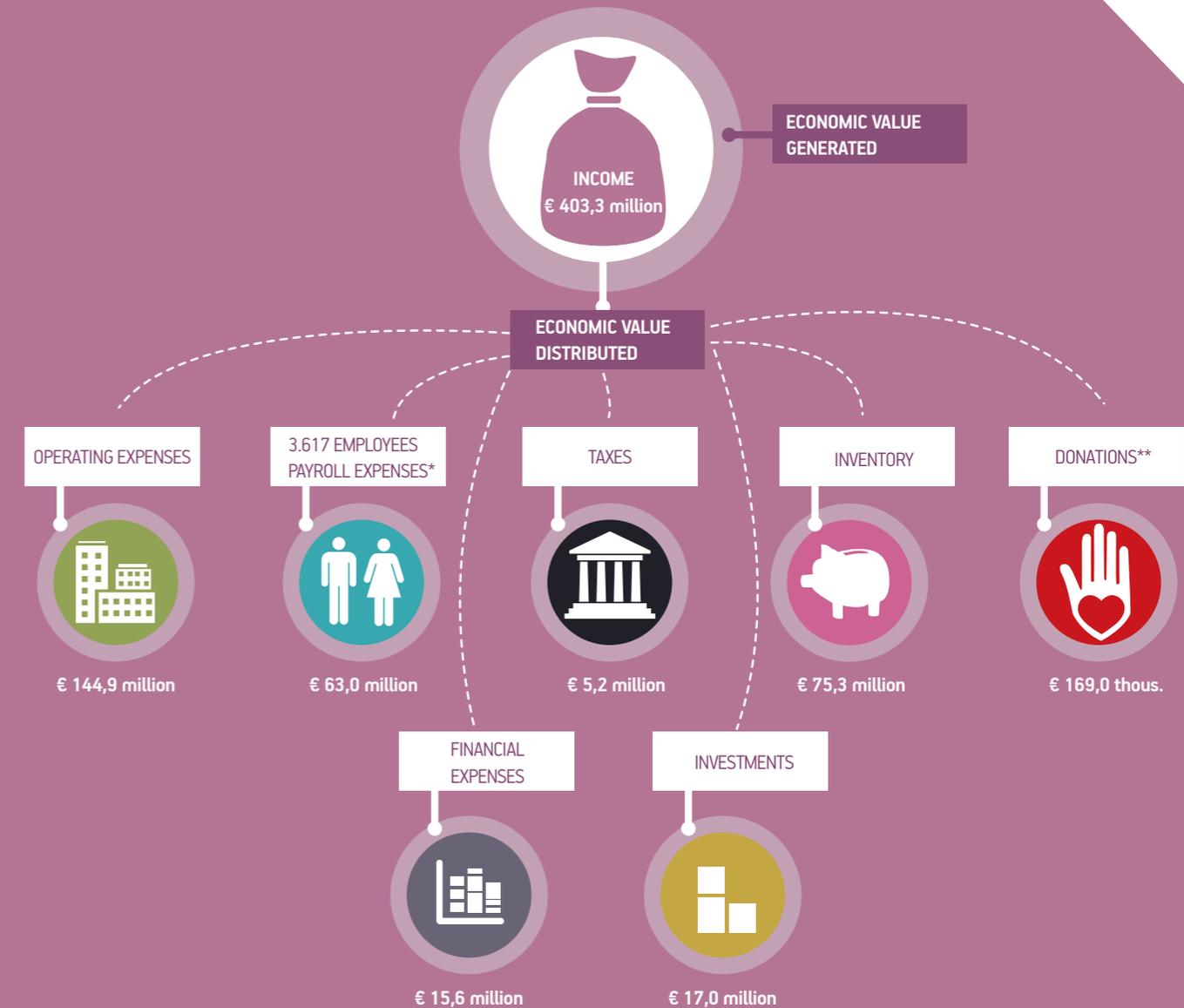
ECONOMIC PERFORMANCE

The Group's economic performance and the associated impacts to the Group's stakeholders, directly affect all its subsidiaries' sustainability. For this reason, the Group makes considerable effort in order to continuously increase the economic value that it distributes to society, aiming to improve the economic conditions of the countries where it operates. Stakeholders directly affected by our approach in creating and distributing economic value are **the shareholders, the employees, the countries of operation, the suppliers and the local and larger communities.**

During 2013, the Group implemented the following policies aiming at improving its economic performance:

- Investments in the Retail Trading of Sporting Goods and establishment of new **INTERSPORT** retail stores in Greece and abroad.
- Establishment of new **IKEA** Pick up points in Greece.
- Creation of a powerful legacy for future profitability, due to significant market shares gained by the Group's retailers.
- Centralization of the Group's support services in Greece, aiming to benefit from synergies and to achieve central coordination in decision making and implementation.

In the fiscal year 2013, the Group's consolidated net losses after tax (after minority interest) were €8,3 million compared to €11,3 million in 2012. Total Sales amounted to €403,3 million, reduced by 4% compared to 420,3 million total sales in 2012. The Group's total equity amounted to €168,9 million and its debt to €156,7 million.



* Includes employee related benefits and taxes

** Referring to Greece, Cyprus, Bulgaria and Turkey

For the entire Group's financial results please refer to the 2013 Annual Report at www.fourlis.gr.

In 2014, the Group's Management, while anticipating with reasonable optimism the improvement of the economic environment which will lead to the economy's recovery, and while focusing in the retail sector in order to expand its market shares, will proceed to the implementation of its business plan by undertaking selective investments in Greece, as well as in other countries of operations.

PARTICIPATIONS AND DISTINCTIONS

United Nations Global Compact



As of November 26, 2008, the **FOURLIS Group** is an official member of the **UN Global Compact**, the largest international voluntary initiative for responsible business practices.

The UN Global Contract consists of ten principles that stem from internationally accepted standards and refer to **human rights, labor standards, prevention of corruption and the protection of the environment**; the **FOURLIS Group** has committed to adopt, support and promote these principles through its business practices.

The current **FOURLIS GROUP 2013 Corporate Responsibility Report** is also the Communication on Progress Report (COP), regarding the 10 principles of the UN Global Compact.

For the UN Global Compact CoP IndexTable, please refer to page 118.

MEMBERSHIPS IN ASSOCIATIONS

The **FOURLIS Group**, through its Chairman Mr. Vassilis S. Fourlis, participates in the board of the Hellenic Corporate Governance Council, as well as its working groups.

Our Group also participates in the Corporate Governance Committee of the American-Hellenic Chamber of Commerce.

We are also members of:

- The Hellenic Retail Business Association (H.R.B.A)
- The Union of Listed Companies
- The Athens Chamber of Commerce and Industry (A.C.C.I)
- The Hellenic Federation of Enterprises (SEV)



AWARDS AND DISTINCTIONS

During 2013 we received a number of awards and distinctions such as:

FOURLIS HOLDINGS SA

- 3rd Corporate Governance Award 2013 "HRIMA-Georgios Ouzounis"

INTERSPORT

- True Leaders 2013 - ICAP GROUP

IKEA

- BEST USE OF A HASHTAG ON TWITTER for the campaign #HELPMESLEEPIKEA - from Marketing Week magazine and E-Business Research Center - ELTRUN Athens University of Economics and Business
- Honoric award from the City of Athens for the Group's contribution to the social work of the City.

TRADE LOGISTICS

- Business I.T. Excellence Award - WMS Category - Logistics - BITE AWARDS

The recognition and reward of our efforts establishes our commitment for constant improvement of our operations, services and actions.

1.2

FOURLIS GROUP'S GOVERNANCE

For the **FOURLIS Group**, Social Responsibility and the concept of operating responsibly are integrated in our corporate governance and constitute an integral part of the Group's management approach and practices. In this context we implement and present below, our Corporate Governance Code, our Code of Conduct, our Internal Regulation Charter and Internal Audit.

CORPORATE GOVERNANCE CODE

The Company, following the resolution of the Board of Directors dated 28.02.2011, had voluntarily decided to follow the Hellenic Corporate Governance Code, which has been drafted by the Hellenic Federation of Enterprises' (SEV) initiative and has subsequently been amended in the context of its first review, by the Hellenic Corporate Governance Council (HCG Council) on 28 June 2013.

The Code is adapted to the Greek legislation and business environment and constitutes a standard of Corporate Governance best practices aimed at enhancing the transparency of Greek companies. The Code's clauses provide guidance for issues such as roles, responsibilities, conduct, remuneration and function of the members of BoD.

During the past three years, the company includes a **Corporate Governance Statement** in its annual report, which contains a disclosure of its voluntary compliance with the Code and a description of the function of the BoD. The statement includes information regarding the members of the BoD, as well as on risk management and internal audit.





CODE OF CONDUCT

Our **Code of Conduct** focuses in the creation of a working environment that promotes the protection and respect of human rights. Through the Code, the **FOURLIS Group** promotes and implements an equal opportunities policy for all employees, as well as a sexual harassment banning policy in full accordance with the labor legislation. Moreover, the anti-violence policy within the **FOURLIS Group** working area, as set forth in the Code, explicitly prohibits any acts of violence, threatening messages or behavior and the use or possession of weapons by any person in the working area or during transactions with external parties.

All of the FOURLIS Group's employees must espouse, respect and abide by the Code of Conduct. The full version of the Code is handed to the Group's Management, who sign an acceptance form. The brief version of the Code, along with any changes, is distributed to all employees, who also sign the respective acceptance form. In the meantime, if potential changes occur that affect employees' adherence to the Code, these changes ought to be notified to Management.



The Code includes the following issues:

- Adherence to business ethics and compliance with legislation.
- Communication of cases where non-ethical or non-lawful behavior is observed
- Conflict of interest
- Business gifts, payments and fair transactions
- International business behavior
- Precision and preservation of company archives and documents
- Company announcements
- Working Environment at the **FOURLIS Group**
- Trade and competition practices
- Merchandise quality and natural environment protection
- Use of the Group's assets (equipment and services)
- Confidentiality
- Use of email and internet within the working environment
- Usage restriction of privileged information for transaction purposes
- Participation in community activities and politics
- Social Media Networks usage
- **FOURLIS Group** Relatives Policy

All of the Group's employees in Greece and Cyprus have, in accordance with their level, signed the full or brief version of the Code.

In 2013, three (3) allegations of misconduct were filled at Group level, through the relevant Code of Conduct telephone line and email account, for which the Internal Audit Department was notified of. The allegations, following the Internal Audit Department's assessment, were submitted - depending on each case - to the relevant Departments, and appropriate actions were taken in order not only to address the specific behaviors, but also to prevent similar occurrences in the future.

INTERNAL REGULATION CHARTER

The Group's **Internal Regulation Charter** is approved by the Board of Directors and describes the Group's organizational structure, as well as the applied risk management and internal control systems. It includes the main company procedures and operating principles. Furthermore, it also includes the Audit Committee's and Internal Audit Department's composition and responsibilities, as well as the composition and responsibilities of the Nomination and Remuneration Committee. Moreover, it includes the transactions' code basic principles concerning transferable securities and the Internal Audit Department.

At the initiative of the Group's CEO, the **Internal Regulation Charter** is reviewed regularly, in order to comply with the Group's practices, the existing regulations and/or the decisions of the Hellenic Capital Market Commission. The Charter is also modified in case of a change in the Group's operations, departments or the responsibilities of the Executives.

INTERNAL AUDIT

The Group's Department of Internal Audit is designed to have an independent, confirmatory and advisory role. It supports the Group in achieving its goals through an evaluation which contributes to the improvement of corporate governance systems, internal audit and risk management by the Group's Management. The Audit Committee is the supervisory body of Internal Audit, which informs quarterly the Board of Directors on carried out work.

AUDIT COMMITTEE

The **Audit Committee's** function is analyzed in the **Corporate Governance Code** and in the **Audit Committee Charter**, which is approved by the Group's BoD and uploaded at <http://www.fourlis.gr>.

NOMINATIONS AND REMUNERATIONS COMMITTEE

Nominations and Remunerations Committee's basic role is to lead the application procedure for **electing Board members and to submit proposals to the Board regarding their remuneration.**

BOARD OF DIRECTORS (BoD)

We indicatively mention the Group's practices regarding BoD members' election, number, responsibilities, remuneration, and the term of the Board Members.

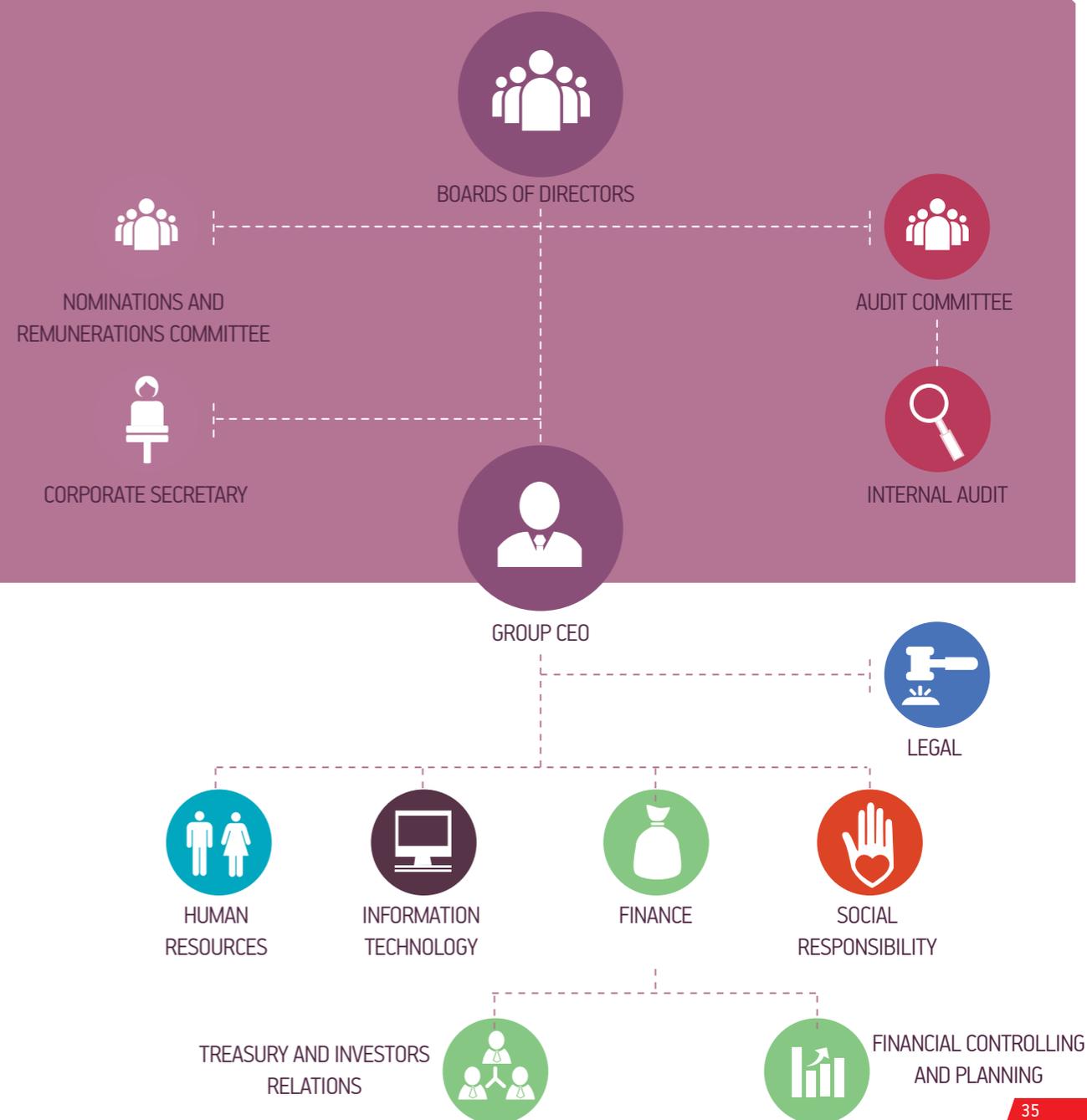
- BoD members are elected by the shareholders' General Assembly, following proposition made by the Nominations and Remunerations Committee, after evaluating their skills and abilities, their professional experience and their curriculum vitae.
- Out of a total of nine BoD members, five are executive and four are non-executive.
- The Chairman of the BoD is a different person than the CEO.
- Executives and BoD members are remunerated according to the overall performance of the company and their contribution.
- The Corporate Social Responsibility Director, executive member of the BoD, is responsible for informing the BoD on Social Responsibility matters.
- The members of the BoD have a five years term.

On an annual basis, the company's Shareholders, during the General Assembly, evaluate the performance and activities of the BoD members.

Comprehensive information regarding the BoD's function and members is included in the Corporate Governance Statement. The same statement, included in the Annual Report, also describes the function of the **Nominations and Remunerations Committee.**

ORGANIZATIONAL CHART

The line of communication and interaction between the Board Members and the Committees and Divisions of **FOURLIS HOLDINGS SA** is presented below.



1.3

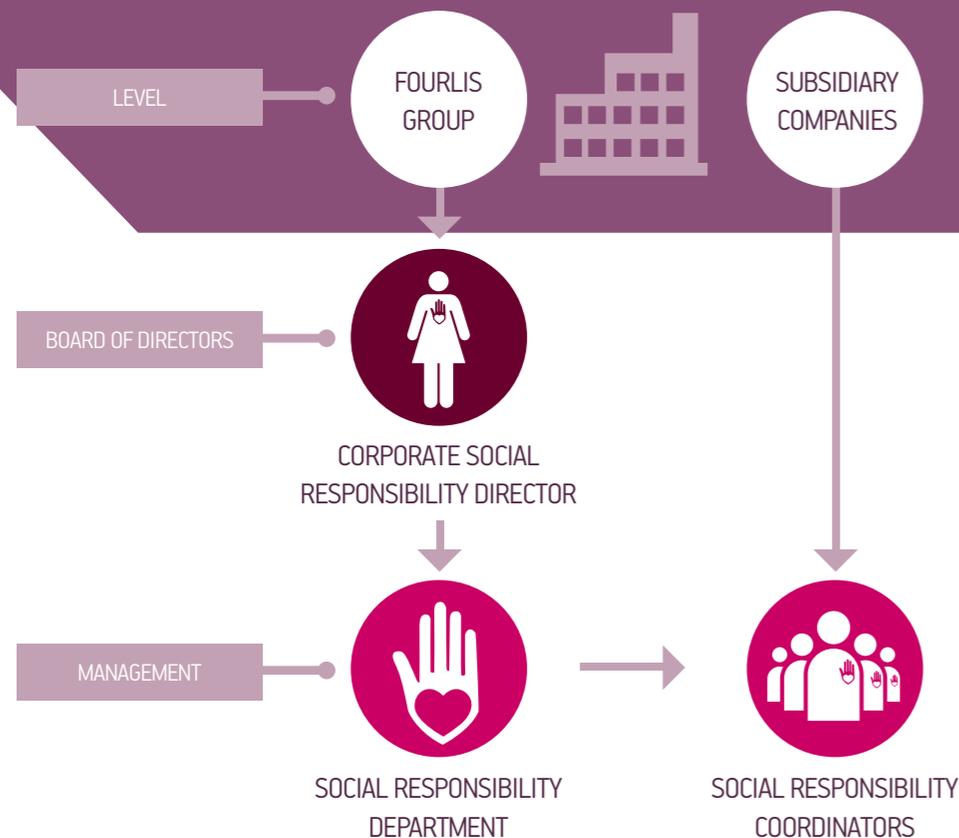
CORPORATE RESPONSIBILITY MANAGEMENT



SOCIAL RESPONSIBILITY DEPARTMENT

For the **FOURLIS Group**, Social Responsibility is a concept directly related to the operations of the Group. Within this framework, the **Social Responsibility Department** was established in 2008, in order to coordinate the Group's companies in initiatives and actions, in the field of Social Responsibility, based on the Group's values and principles.

The Social Responsibility Department operates and continuously develops with the following pillars as its main priority: our People, the Society, the Marketplace and the Environment. In collaboration with the subsidiaries' Management, which act as coordinators for issues related to these four pillars, the Social Responsibility Department plans and realizes the actions of the Group's annual Social Responsibility Program. It is, as well, responsible for the monitoring and supervision of the program's actions flow until their completion.



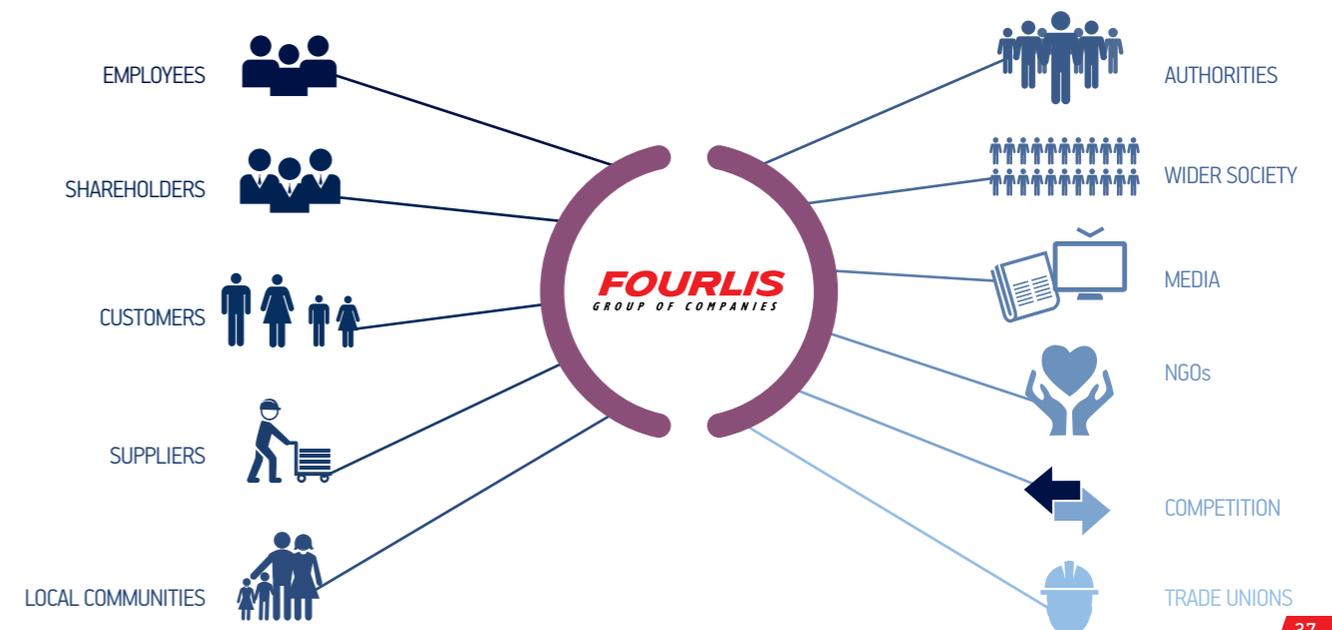
STAKEHOLDERS

The **FOURLIS Group** is active in retail and wholesale markets, both in Greece and abroad and as a result its stakeholders vary. Stakeholders are defined as anyone related to, affecting or affected by our operations.

Having defined our Stakeholders, we invest on a constant and interactive contact and communication with them, with the purpose of maintaining a steady flow of information to and from the company, with regards to their requests, concerns and expectations.

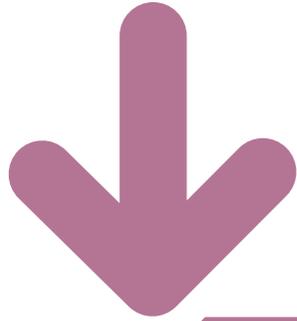
We believe that improving our understanding of our Stakeholders' expectations and needs, as well as their role and views, will contribute in our effort to improve our products and services, for our responsible and sustainable operation and growth and also for the reduction of any possible negative impact from our activities.

The following table presents the practices followed in order to maintain a healthy and interactive communication with each separate group of Stakeholders.



STAKEHOLDERS	ENGAGEMENT TYPE	ENGAGEMENT FREQUENCY
 EMPLOYEES	• Employee Insight Survey	• Annual
	• Corporate Events	• Annual or as a result of a specific occasion
	• Issuance of electronic or printed versions of Newsletters/updates	• Every 2 and 4 months and depending on needs
	• Board of announcements	• Constant
	• Intranet	• Constant
	• Working groups	• Within the context of specific initiatives (e.g. Employee Insight Survey)
	• Evaluation Process 360°	• Started in 2013 and will be realized annually (with the participation of different employees each year)
	• Employees' evaluation	• Annual
 SHAREHOLDERS	• General Assembly	• Annual
	• Announcements	• When a need for an update comes up
	• Meetings / Communication	• Constant
 CUSTOMERS	• Regular visits	• Constant
	• Contact and Communication	• Constant
	• Sending of Newsletter / Use of Social Media	• Constant
 SUPPLIERS	• Meetings	• Constant
	• Participation in industry associations	• According to planning
 LOCAL COMMUNITIES	• Conducting of common programs	• According to planning
	• Contact – Visit	• Constant

STAKEHOLDERS	ENGAGEMENT TYPE	ENGAGEMENT FREQUENCY
 AUTHORITIES	• Discussion with representatives at national and local level	• Constant
	• Memberships in associations	• Constant
 WIDER SOCIETY	• Contact and updates using electronic and printed means	• Constant
 MEDIA	• Press Conferences	• Constant
	• Bulletins	• Constant
	• Meetings	• Constant
 NGOs	• Meetings	• Constant
	• Cooperations	• Constant
 COMPETITION	• Updates	• Constant
 TRADE UNIONS	• Contact / Meetings	• Constant
	• Updates	• Constant



MATERIALITY ANALYSIS

Within the context of constantly improving its approach towards corporate responsibility issues, the **FOURLIS Group** conducted a materiality analysis of sustainability issues related to its operations, in early 2014. The purpose of this analysis was the identification, prioritization, and validation of the most material issues for the long-term sustainability of the Group, realized through its corporate responsibility.

The methodology followed was based on the GRI G4 Sustainability reporting Guidelines and included the following steps:

- 1. Identification of relevant topics and their boundaries, within and outside the Group, based among other on the wider sustainability context of the country and the identified, by Management, expectations of the Group's stakeholders.
- 2. Prioritization of topics, (a) according to their importance in achieving the Group's strategic goals regarding its sustainable development and (b) according to their perceived, by Management, importance for stakeholders.
- 3. Validation of the results, during a special workshop with the participation of middle and top Executives.

The results of the Group's materiality analysis are presented in page 40 and the boundaries of the impacts of material topics and their connection to the GRI G4 Sustainability Reporting Guidelines Aspects are located on the next page.

MATERIALITY ANALYSIS ON SUSTAINABILITY ISSUES *



* It includes only the most material topics and is part of the complete mapping

	MATERIAL TOPICS	LINK TO THE GRI G4 DISCLOSURES REQUIREMENTS	WHERE IS EACH TOPIC MOST MATERIAL?	
			Impact Boundaries Within The Group	Impact Boundaries Outside The Group
CHAPTER 1	ECONOMIC PERFORMANCE	Aspect "Economic Performance"	All Subsidiaries	Suppliers/Partners Marketplace Society State
	CORPORATE GOVERNANCE	General Standard Disclosures	All Subsidiaries	Marketplace
CHAPTER 2	EMPLOYEE ENGAGEMENT	Aspect "Employment"	All Subsidiaries	-
		Aspect "Training and Education"		
		Aspect "Diversity and Equal Opportunity"		
	EMPLOYEE HEALTH & SAFETY	Aspect "Employee Health and Safety"	All Subsidiaries	-
HUMAN RIGHTS	Aspect "Security Practices"	All Subsidiaries	Society	

	MATERIAL TOPICS	LINK TO THE GRI G4 DISCLOSURES REQUIREMENTS	WHERE IS EACH TOPIC MOST MATERIAL?	
			Impact Boundaries Within The Group	Impact Boundaries Outside The Group
CHAPTER 3	CUSTOMER HEALTH & SAFETY	Aspect "Customer Health and Safety"	HOUSE MARKET FOURLIS TRADE INTERSPORT	Suppliers / Partners Marketplace
	CUSTOMER SERVICE	Aspect "Product and Service Labelling"	All Subsidiaries	Suppliers / Partners Marketplace
	PRODUCT MARKETING AND COMMUNICATION	Aspect "Marketing Communications"	HOUSE MARKET FOURLIS TRADE INTERSPORT	Suppliers / Partners Marketplace
	COMPLIANCE WITH PRODUCT REQUIREMENTS	Aspect "Product Compliance"	HOUSE MARKET FOURLIS TRADE INTERSPORT	Marketplace
CHAPTER 4	SOCIETY ENGAGEMENT	Aspect "Local Community"	HOUSEMARKET INTERSPORT FOURLIS HOLDINGS SA	Marketplace Society
CHAPTER 5	ENVIRONMENTAL MANAGEMENT	Aspect "Materials"	All Subsidiaries	Society Environment
		Aspect "Energy"		
		Aspect "Water"		
		Aspect "Emissions"		

2

FOR OUR PEOPLE



2.1 HUMAN RESOURCES PROFILE

FOURLIS Group is its People, all those supporting its operations on a daily basis. For this reason, our main interest is to create and maintain employment positions, to cultivate an environment of safety, meritocracy, respect and freedom, as well as to provide equal training, evaluation and awarding opportunities for everyone.

Our approach in employment issues and our relations with our employees have a direct impact on their effectiveness, engagement and development, while these issues are also significant for the long term sustainability of our Group. The **FOURLIS Group's** total number of employees is 3.617, 2.624 of which, work in Greece and Cyprus.

GROUP HUMAN RESOURCES BY GENDER

	EMPLOYEES		
			
	MEN	WOMEN	TOTAL
31.12.2013	1.672	1.945	3.617
31.12.2012	1.601	1.879	3.480
31.12.2011	1.620	1.890	3.510
31.12.2010	1.424	1.671	3.095

GROUP HUMAN RESOURCES BY REGION AND GENDER

	EMPLOYEES	
		
	MEN	WOMEN
GREECE	1.049	1.287
CYPRUS	149	139
ROMANIA	168	228
BULGARIA	159	219
TURKEY	147	72

GROUP HUMAN RESOURCES BY EMPLOYMENT CONTRACT, TYPE AND GENDER

	 MEN	 WOMEN
PERMANENT FULL TIME CONTRACTS	1.140	966
PERMANENT PART TIME CONTRACTS	440	851
FIXED TERM FULL TIME CONTRACTS	23	39
FIXED TERM PART TIME CONTRACTS	69	89

HUMAN RESOURCES PROFILE

LEVEL OF EDUCATION	ELEMENTARY SCHOOL	JUNIOR HIGH SCHOOL & HIGH SCHOOL	UNIVERSITY
% EMPLOYEES	14,0 %	57,0 %	29,0 %
WORKPLACE	OFFICES		STORES
% EMPLOYEES	11,0 %		89,0 %

Responding to the adverse financial conditions and the increasing unemployment rates, we take care, not only of maintaining the Group's total number of employees, but also of creating new job openings by developing our operations in Greece and abroad.

In this way, we emphasize on supporting the declining Greek economy, we reinforce local societies and boost the national economies in the countries where we operate. If any of our companies require new job positions, then they are immediately covered either through the internal transfer of employees (procedure of Open Resourcing or direct proposal to change position / promote a specific employee) or through a new recruit.

For our Group, the respect and protection of Human Rights is also an important issue. Despite the fact that Human Rights are not affected in a direct way by our operations, we recognize that it is one of the most important sustainability issues worldwide and that the way we deal with this issue contributes to sustainable development and stability at a global level. By participating at the UN GLOBAL COMPACT we are committed to implementing the respective Principles (see Communication on Progress Table, pp. 118).

In particular, in the **FOURLIS Group** we approach the issues that concern the protection and respect for Human Rights in a systematic way, through the policies we adopt and the initiatives we undertake. The main elements of this approach are:

- The Internal Employment Regulations which control employment issues, such as salaries and Human Resources benefits, performance appraisal, training and development, employees behavior and the relations among co-workers, Health and Safety conditions, disciplinary procedures and dissolution of employment contracts.
- The Code of Conduct, which is focused on the employees' obligation for ethical professional behavior and on equal treatment issues.
- The Health and Safety Policy (see section 2.5 and 3.1) which has been developed in order to provide the best possible conditions for both the Group's employees and clients.
- The Product responsibility policies of the Group's subsidiary companies, aiming to provide safety and comprehensive information to products' end users (see section 3.4).

2.2 MERIT BASED RECRUITMENT AND DEVELOPMENT

The basic axes of our policy with regard to the recruiting and the development of our Human Resources are the following:

- There must be specific standardized evaluation criteria, across all the Group's companies, regarding recruitments, in order to avoid any discrimination.
- There must not be any discrimination incidents in the work area, caused by the diversity or specific traits of the employees.
- There must be equal opportunities for advancement through internal transfers and promotions both at company level and at Group level for all our employees.
- Gender balance in recruitment and development procedures must be considered.

It is worth mentioning that the **FOURLIS Group** has ensured equal promotion opportunities in management positions among women and men. This is evident by the percentage of women in the Group's total workforce, which reaches 54%, while the percentage of women in manager/supervisor positions is similar and reaches the high percentage of 41%. Likewise, in the Board of Directors the percentage of women is 22%.

	DIVERSITY AND EQUAL OPPORTUNITIES INDICATORS		
	BOARD OF DIRECTORS PERCENTAGE	AUDIT COMMITTEE PERCENTAGE	NOMINATIONS & REMUNERATION COMMITTEE PERCENTAGE
BY GENDER			
MEN	78%	100%	75%
WOMEN	22%	0%	25%
BY AGE			
< 30 YEARS	0%	0%	0%
30 - 50 YEARS	22%	0%	0%
> 50 YEARS	78%	100%	100%

At the same time, we ensure equal opportunities for all age groups. In particular, out of the 16% of our total workforce which holds a manager/supervisor position, 4% is less than 30 years old, 11% is between 30 and 50 years old, while 1% is over 50 years old.

	< 30 YEARS	30 - 50 YEARS	> 50 YEARS
PERCENTAGE OF MANAGERS/ SUPERVISORS	4%	11%	1%
PERCENTAGE OF EMPLOYEES	37%	37%	10%
TOTAL	41%	48%	11%

Moreover, in 2013, 944 new recruitments were made, compared to 792 during 2012. The following table illustrates the new recruitments and turnover percentage per country.

	 GREECE	 CYPRUS	 ROMANIA	 BULGARIA
NEW RECRUITEMENTS				
< 30 YEARS	185	51	129	133
30 - 50 YEARS	126	13	4	36
> 50 YEARS	9	1	0	4
TOTAL	320	65	133	173
INTERNAL TRANSFERS				
< 30 YEARS	8	0	0	1
30 - 50 YEARS	22	0	1	3
> 50 YEARS	4	0	0	0
TOTAL	34	0	1	4
TURNOVER PERCENTAGE				
< 30 YEARS	2%	11%	24%	20%
30 - 50 YEARS	2%	2%	2%	5%
> 50 YEARS	0%	1%	0%	1%
TOTAL	4%	14%	26%	26%

EMPLOYEES PERFORMANCE APPRAISAL AND DEVELOPMENT REVIEW

Since 2008, at the **FOURLIS Group** we have adopted a single Performance Appraisal and Development Review Process for all of the Group's employees, in order to make sure that the employees' appraisal process is and will remain transparent. In this way, we ensure a fair working environment and we create an operational succession plan for executives at increased responsibility positions. Regarding the appraisal criteria and the annual process characteristics, we highlight the following:

- The appraisal criteria were formed with the involvement of a group of employees, aiming at the appraisal of all the Group's employees regarding their progress on position's requirements, as well as their skills and behaviors, which are based on the Values that define our Group.
- All employees have free access to their appraisal form.
- Employees can freely report on which parts of their appraisal they disagree.

All appraisals are commented by the Appraiser, the Matrix Manager (if applicable) and the Human Resources Manager.

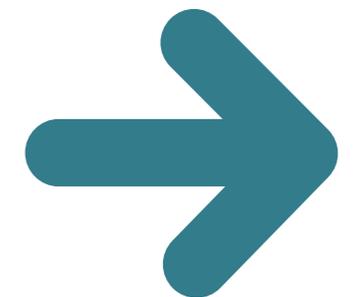
The employees' Performance Appraisal is conducted once every year for all the Group's companies, apart from **HOUSEMARKET** (IKEA), where it is performed biannually and includes the appraisal of the measurable agreed targets and the appraisal of employees' skills and behaviors. Furthermore, the Performance Appraisal form includes all the actions regarding the employee Development Plan. Criteria such as nationality, religion, gender, age, disability, and other employee personal aspects are not taken into consideration during the Performance Appraisal process.

360° EVALUATION

Since 2013, in our Group, by investing in the continuous advancement of our employees, we implement, a 360° Evaluation Process for our executives (Managers and Supervisors), in cooperation with an independent consulting company.

The 360° Evaluation is a tool that offers the opportunity to those collaborating at any level (supervisors, subordinates, colleagues) to openly express their opinion, providing constructive comments on the behavior and the management style of the ones who are being evaluated. In this way, 360° Evaluation is a self-improvement tool which contributes to understanding needs, identifying areas for improvement, and thus, empowering collaboration.

The planning of the 360° Evaluation process defines that the Evaluation is taking place annually, for different group of Managers and Supervisors each year.



2.3

INTERNAL COMMUNICATION

Communication has always been a high priority issue for the **FOURLIS Group**. For this reason, we inform our People about the actions taken by the Group, while enabling them to communicate with the rest of the employees, regardless of their level of seniority.

We, indicatively, present some of the communication methods that we used during 2013:

- Information on the Group's news and actions to all employees, through announcements and our e-newspaper "Sharing Our News".
- Information on the Group's Social Responsibility issues, through our e-News letters "Live To Learn" and "EF ZIN" ("Well Being").
- Circular communication among employees of all levels using the intranet.
- Information on **INTERSPORT** actions and its new products, through a monthly newspaper published by the employees themselves and distributed to all the **INTERSPORT** stores.

Moreover, in the context of enhancing internal communication, all the necessary actions have been taken in order to adopt a new communication tool, named Yammer. Yammer will be a "restricted" online social media, providing access only to the **FOURLIS Group's** employees. The full implementation of the program is expected to be completed in May of 2014.

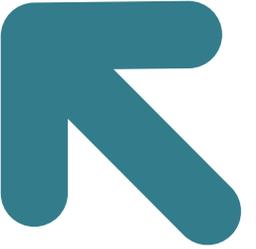
EMPLOYEES' INSIGHT SURVEY 2013

In May 2013, an Employees' Insight Survey was conducted under the motto: "Your opinion counts!" and having as a primary goal the increase of the satisfaction and engagement of our Group's Human Resources.

All employees were invited to participate in the process by expressing their views on issues such as management, communication, organization, collaboration, training and development, working environment, remuneration etc.

Through the survey's results, areas for improvement were identified for our Group and since September 2013 we have started taking relative actions.

The Employees' Insight Survey will be held annually in order to further improve the internal environment of our Group.



PARTICIPATION IN THE "INVESTORS IN PEOPLE" STANDARD

Since March 2013, **FOURLIS HOLDINGS S.A.** participates in the Identification and Evaluation process, as defined by the internationally recognized certification standard **INVESTORS in PEOPLE** (IIP).

The Investors in People standard certifies the effectiveness of a company's development activities in relation to its strategy and values, while at the same time it facilitates the designing of future actions and targets on Human Resources issues. The issues reviewed by the standard are, among others, training, development and constant improvement of employees, as well as motivation and reward.

In 2013, the first part of the Identification process was completed, improvement areas were recognized and relative actions were planned (in parallel with relevant actions that resulted from the Employees' Insight Survey).

In 2014, the second and final part of Evaluation will be completed and the certification results are expected.

EMPLOYEES AWARDED AND RECOGNITION

At the **FOURLIS Group** we believe that it is our duty to recognize and reward our Human Resources for their contribution to the Group. Thus, we implement the reward programs listed below, in order to praise and highlight those employees whose commitment and participation contribute to the Group's successful course.

- "Years in Service Award"

Through this program, employees who have contributed for numerous years to the achievement of the Group's objectives are awarded (10, 20 & 30 years of recognition and contribution). In 2013, the long term contribution of 32 Group employees, in total, was recognized.

- "Choose the Best – Walk With Our Values"

This program aims to designate and award those employees who, by certain behaviors, stand out for their professionalism and unique offer, always aligned with the Group's Values and Mission. In 2013, 21 employees were awarded through the "Choose the Best- Walk With Our Values" program.

2.4 ONGOING TRAINING



At the **FOURLIS Group**, we believe that there is a permanent and growing need for ongoing training, since competition and modern market requirements constantly create new training needs. For this reason, training for each employee of the Group begins upon recruitment.

The first training session, for each employee of the Group, is an induction program, through which we make sure that all newly hired employees are informed about the Structure of the Group, its Values, the Code of Conduct and the Internal Regulation Charter of each company.

In 2011, the “Learning Institute Sharing the Knowledge” of the **FOURLIS Group**, was established, which in 2012 was renamed to “FOURLIS Learning Academy”. All employees of the **FOURLIS Group** are members of the Academy, participating in Programs that better suit their role and their needs for personal development.

The **FOURLIS Group** Academy consists of four programs:

1. **GREEN** Program: It is the base of the Academy and is open to all the **FOURLIS Group** employees. It includes Induction, Product / Technical Training and Specialization programs, which are essential to every position in every level.
2. **SILVER** Program: Training Programs for Newly Appointed Managers and Supervisors of the **FOURLIS Group**.
3. **GOLD** Program: Training Programs for all Managers and Supervisors of the **FOURLIS Group**.
4. **PLATINUM** Program: Training Programs for the **FOURLIS Group's** Top Management Team.

In order to ensure the training programs' effectiveness for each individual employee, the following parameters are assessed:

- The corporate goal to be achieved through each training
- The job position specifications for each employee
- Each employee's level of skills



FOURLIS GROUP INDICATIVE TRAINING PROGRAMS

Management	Business Operations	Health and Safety	Sales/ Products
Blueprint for Leadership	New clauses - Changes in VAT & Code of Books and Records	Self-defense training for adults	Sales Space Management
Change Management	New Income Taxation Code	Armed attack management training	Sales Techniques
Coaching skills	Induction to new tools in Customer Service	Safety in Cash Registers	Presenting New Products
Mid Year Review	Customer Service	Fire Safety	Training for new products of IKEA-INTERSPORT-FOURLIS TRADE
Performance Appraisal and Development Review	IKEA Food & Beverages	First Aid Provision	
Performance Appraisal and Development Review (refresher)	How to work with critical forecast error report	Suspicious Subjects Recognition	
Managing People Potential	Scanner Use for record keeping	Safe Use of Chemicals	
Train the Trainer		Safe Weight Lifting	
		Safety and Evacuation Training	
		Safety in the Warehouse	

The following table presents information regarding the **FOURLIS Group** employees' training, during 2012-2013.

FOURLIS GROUP EMPLOYEES' TRAINING		
	2013	2012
Total training man-hours	34.460	41.980
Number of participants in training courses	6.493	4.925
Amount spent on training (euro)*	147.000	65.000
Average training hours per employee	10	12

*The amount refers only to training programs conducted by external agencies



2.5 HEALTH AND SAFETY

At the **FOURLIS Group** we are very well aware that the creation of a safe and healthy work environment is our obligation. To this end, on an annual basis and following the relevant clauses of the Greek legislation on labor law, we attend to the assessment of the possible risks that we may face in the following year and we take the necessary measures in order to prevent any possible accidents.

We use an integrated approach in Health and Safety issues both for our customers and our employees, which is being described in section 3.1 "Customers Health and Safety". Responsible for the application of our policy is the Group's Health and Safety Division.

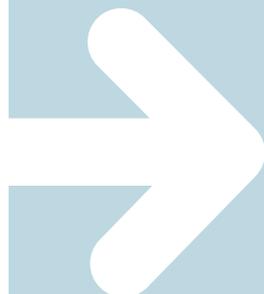
Health and Safety management has significant impacts to our employees' performance. Thus, we focus on the ongoing training of our employees in order to create a feeling of security in all the companies of our Group. As an outcome of this policy, "Safety" received the highest score regarding the satisfaction of our Human Resources in the Employees' Insight Survey which took place in 2013.

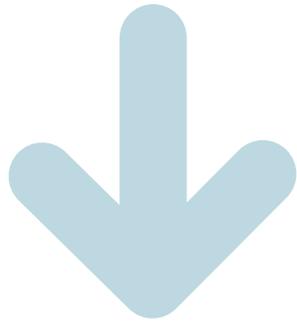
In order to safeguard adherence to the Health and Safety Policy, inspections are carried out by safety technicians in all the Group's facilities. Safety technicians check that all the relevant procedures are executed according to current legislation, safety rules and internal planning. Inspections are held on a daily, weekly, monthly, semestral and

annual frequency. In addition, a professional risk assessment study is issued by the safety technician.

At the **FOURLIS Group**, we respect as minimum precondition the requirements of the Greek legislation and the "ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases".

The entire workforce of the Group is regularly trained in order to manage emergencies that affect the safety of both our employees and customers (see section 3.1 "Customers Health and Safety").





Moreover, **HOUSEMARKET (IKEA)** holds an annual scheduled exercise on store evacuation with the presence of clients, every May, before the fire prevention period. Respectively, a scheduled exercise on store evacuation, without the presence of clients, is taking place every six months.

For all **HOUSEMARKET (IKEA)** operations, there is a Health and Safety responsible employee assigned in each store, while we have created internal Safety, Fire Protection and First Aid teams. The internal Fire Protection and First Aid teams receive annual certified training. It is also worth mentioning, that all Safety personnel has received, as part of their vocational training, special training on the Fundamental Human Rights, their distinction (civil, political, social) and the current relevant legislation.

The Group has published and handed over individual Safety Manuals to every employee of **HOUSEMARKET** and **INTERSPORT**, regarding fire safety, facilities safe evacuation, accidents prevention, burglary, robbery and earthquake issues. During 2013, a respective manual was published for the first time for **INTERSPORT** in all countries of operations within the **FOURLIS Group**, enriched with issues regarding earthquake and robbery. Our target is to also respectively enrich the **HOUSEMARKET's** manual in 2014.

Respectively, Health and Safety measures in **TRADE LOGISTICS S.A.** include the installation of a Fire Safety system, customized according to the special requirements of the company's facilities, employees training in Fire Safety (use of fire extinguisher and masks), safety at work and provision of First Aid.

TOTAL MAN-HOURS OF TRAINING ON SAFETY ISSUES

2011	4.191
2012	5.161
2013	6.533

GROUP'S HEALTH AND SAFETY INDICATORS (2013)

	INJURY RATE		OCCUPATIONAL DISEASE RATE		TOTAL NUMBER OF FATAL ACCIDENTS	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
GREECE	0,0000071	0,0000064	0,0026600	0,0826200	0	0
CYPRUS	0,0000203	0,0000055	0,0001627	0,0001322	0	0
ROMANIA	0	0	0	0	0	0
BULGARIA	0,0000044	0	0,0043000	0,0046000	0	0
TURKEY	0	0	0	0	0	0

GREECE

TOTAL WORKFORCE

LOST DAY RATE

0,02

ABSENTEE RATE

0,01

We mention that there are no Group employees with high incidence or high risk of diseases related to their occupation and that most accidents are of musculoskeletal nature.

2.6

“EF ZIN” (“WELL BEING”) PROGRAM

The “EF ZIN” (“WELL BEING”) program was launched by the Social Responsibility Department in 2010 with the main objective to inform employees on health-related and well-being issues, while encouraging them to adopt a healthier lifestyle.

Since the launch of this program and within its context, each year the **FOURLIS Group** employees have the opportunity to benefit from free preventive medical tests, as well as examinations at reduced prices in collaboration with medical and diagnostic centers. In addition, within this program, employees participate in sports tournaments, they enjoy discounts from collaborations with sports and nutritional centers and take part in informative seminars.

Moreover, they receive, on a regular basis, the electronic and printed “EF ZIN” (“WELL BEING”) Newsletter, which informs them on issues concerning prevention and health, balanced nutrition and exercise, sports and other events, that is, on issues related to every main axis of the “EF ZIN” (“WELL BEING”) program.

Some of the most important actions that took place during 2013 in the context of the “EF ZIN” program are the following:

FREE BODY FAT MEASUREMENTS FOR ALL EMPLOYEES

In March 2013, free body fat measurements took place in the facilities of the **FOURLIS Group** in collaboration with a dietitians and nutritionists center, during which all employees had the chance to receive useful information and personal advice about their weight and to discuss with the dietitians issues that concern them.

In total, 375 employees were examined in Greece and Cyprus, while a similar examination was, also, organized in the companies of the Group abroad. In Turkey, 28 employees participated in the examination and received their tailor made nutrition program, while in Bulgaria 328 employees took part in the program.

MEDICAL TESTS AT REDUCED PRICES

The **FOURLIS Group** employees had the opportunity to experience numerous medical tests for free or at reduced prices, through the collaboration of the Group with medical and diagnostic centers, such as HYGEIA Group, GYNAIKAS YGEIA Diagnostic and Prevention Centre, BIOIATRIKI, etc.

MENU FOR A BALANCED DIET

In 2013, the program of distributing a weekly balanced nutritional menu for the employees of **IKEA** continued.

The Social Responsibility Department, in collaboration with a nutritionists-dietitians center, issues a nutrition proposal along with various short and useful nutritional advices on a weekly basis, based on the already available weekly menu of the employee restaurants in **IKEA**.

The objective of the program is to suggest the best possible selection of meals that could contribute to a balanced nutrition.



BREAST CANCER AWARENESS

In November 2013, the female employees of the **FOURLIS Group** in Attica had the chance to participate in speeches that were organized by the PanHellenic Association of Women with breast cancer "ALMA ZOIS" in the Group's facilities.

The female employees who attended the speeches had the chance to be informed by the specialized team of the Association which consisted of a doctor, a nutritionist, a social worker and a woman with breast cancer experience, about important issues of prevention and timely diagnosis and solve any queries they had regarding this issue.

SPORTS TOURNAMENTS

For the fourth year in a row, in 2013, sports tournaments were held in Attica, Northern Greece and Cyprus with the participation of the **FOURLIS Group** employees. In Cyprus, the event took place at the beach, giving the opportunity to the employees of **IKEA** and **INTERSPORT** to compete in beach volley, beach tennis and beach football.

Respectively, in September, the tournament was held in Ioannina with the participation of the Group's employees from Thessaloniki, Larissa and Ioannina who competed in basketball, football and volley.

Finally, in October, the Group's employees in Attica, joined in the second Hellenic Company Sport Games, held by the Hellenic Organization for Company Sport and Health (HOCSH), which took place in the Peace & Friendship Stadium, with the participation of companies both from Greece and abroad. The Group employees had the opportunity to compete in basketball, 5x5 soccer, beach volley, table tennis, bowling, tennis, and a 5km race.



OTHER ACTIONS FOR OUR PEOPLE

SCHOLARSHIP PROGRAM FOR STUDENTS – CHILDREN OF EMPLOYEES

In 2013, we created the scholarship program "SPOUD@ZO ME YPOTROFIA" ("STUDYING WITH A SCHOLARSHIP") in order to support the children of our employees who study in public Universities or Colleges in Greece and Cyprus, away from their permanent home residencies. That way, we supported the employees' families who face difficulties in covering the increased economic requirements that living in another city brings.

In the context of this program the Group offered five scholarships for the academic year 2013-2014, equivalent to € 3,000 each.

AWARDING EMPLOYEES' CHILDREN

The established rewarding of the **FOURLIS Group** employees' children who demonstrated excellent academic performance, took place in 2013.

In Greece, 22 children were rewarded for their success to enter Greek Universities and Technological Institutions and 37 children for their excellent performance in Junior High Schools and High Schools. In Cyprus 4 children were rewarded for their performance in Junior High Schools and High Schools.

Similar events took place in Bulgaria and Romania, where 9 and 10 children were respectively rewarded for their performance in middle level education.

Students received **IKEA** and **INTERSPORT** vouchers as a reward for their effort, while they had the opportunity to take useful advice by the experienced Group Executives with regard to their academic, personal and further professional course.

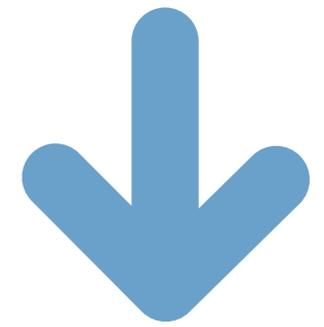
3

FOR THE MARKET



3.1

CUSTOMERS' HEALTH AND SAFETY



For the **FOURLIS Group**, customers' Health and Safety is one of the most material issues for its sustainability, since millions of customers visit the Group's retail stores annually and select our products. We, indicatively, mention that **in 2013, almost 19.000.000 customers visited our Group's stores.**

The high Health and Safety level increases significantly the quality of provided products and services and empowers our customers' trust.

Thus, our main concern is not only to take care of our customers' safety, when they are inside our stores, but also to provide products which are not putting their safety in danger through their whole life cycle.

For this reason, in the **FOURLIS Group**, we have proceeded to the recognition and estimation of the risks related to our customers' safety, for all the operations of **HOUSEMARKET (IKEA)** and **INTERSPORT**, but also for the total of the Group's employees.

HEALTH AND SAFETY POLICY

In the **FOURLIS Group** we apply a common Health and Safety policy in all the Group's subsidiaries, aiming to cover the relative needs of the employees, the visitors and our business partners. The company, while complying with the applicable legislation, applies a Health and Safety Management System, which includes a wide range of relative procedures and initiatives. The Group's Health and Safety Department is responsible for the implementation of the policy and the monitoring of its application.

The main points of the Group's Health and Safety policy are:

- Measures taken in order to decrease risk of the Group's operations
- Distribution of Health and Safety responsibilities to the entire Management
- Support of Health and Safety System with resources and infrastructures
- Continuous employee training
- Selection of the right Executives and their continuous training
- Inquiry of all cases
- Health and Safety Management System appraisal aiming to its constant improvement
- Continuous information by sending Safety Check List to the Group's Health and Safety Department
- Implementation of internal audits aiming to prevent and solve Health and Safety issues.

Aiming to the assurance of adherence to the Health and Safety Policy, inspections by safety technicians are conducted throughout the Group's operations. The safety technicians inspect and check that all relative procedures are being followed according to the applicable legislation, the safety regulations and internal planning. The inspections occur on a daily, weekly, monthly, semi-annual and annual basis.

In addition, in the Group we also implement the following:

- Cooperation with external service on protection and prevention issues
- Written assessment of occupational risk according to specific methodology
- Request to our suppliers for presenting products' safety certificates
- Measures taken for reducing "emergency pick" incidents in order to prevent accidents in the **IKEA** stores
- Training of First Aid Teams
- Training of Fire Safety and Firefighting Teams



All Health and Safety incidents that occur inside the Group stores' premises are reported and in this policy's context, a Safety Report is being issued for every store separately and in total.

The report includes information not only for the number and the type of the incidents but also for the way they were managed. Through these reports, we are able to receive useful information for the effectiveness of our policies and also to improve our practices where needed.

For the treatment of health incidents, we have also ensured to have infirmaries equipped with medical beds and automatic external defibrillators in all the **IKEA** stores.

Concurrently, in order to better serve people with special needs, the **IKEA** stores provide access to wheel chairs as well as to specially modified toilets and parking spaces, aiming to provide the opportunity of safe accommodation and transportation within our stores.

In addition, the restaurants of the **IKEA** stores (for customers and for employees), are ISO 22000 certified for the Safety of the foods provided.

EMPLOYEES' TRAINING IN HEALTH AND SAFETY ISSUES

In the **FOURLIS Group** we regularly train all employees so that they can respond to emergency incidents that can affect both their own and the customers' safety. In particular, the training of the employees of the **IKEA** and **INTERSPORT** stores includes the following:

- Annual scheduled exercise on store evacuation with the presence of clients
- Biannual scheduled exercise on store evacuation without the presence of clients
- Monthly Fire Safety exercise
- Training of stores' Managers in Health and Safety issues
- Training of security personnel in Human Rights' issues (see section 2.5)
- Monthly control of personnel's knowledge on Safety issues



HEALTH AND SAFETY PERFORMANCE

The application of our Health and Safety policy had important outcomes in 2013.

We indicatively mention that:

- A) There was a significant reduction of 67% in customers' thefts within our stores.
- B) No accident occurred in the playgrounds of the **IKEA** stores.
- C) No incident of non-compliance with legislation regarding Health and Safety issues occurred.

In the context of our continuous improvement we have focused on the following:

IMPROVEMENT AREAS

PERFORMANCE 2013

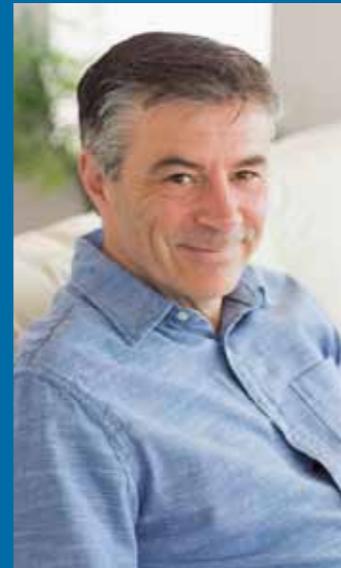
Health and Safety Policy Recording for all the Group's companies	Completed
Development of "Safety Manuals" for all the Group's subsidiaries	"Safety Manual" developed for INTERSPORT
Development of "Crisis Manual" for all the Group's companies except for IKEA that already has one	"Crisis Manual" developed for INTERSPORT

2014 TARGETS

- A) Enrichment of IKEA's Health and Safety manuals with information on managing earthquakes and robbery issues.
- B) Further enrichment of employees' culture and knowledge in Health and Safety issues through new trainings in all the Group's companies.

3.2 CUSTOMER CARE

At the **FOURLIS Group**, our main concern and basic priority is the management and satisfaction of our customers' needs. We seek to operate responsibly and consistently, setting as a main target the satisfaction of our customers' needs, while at the same time pursuing to constantly develop and improve our policies and practices.



HOUSEMARKET (IKEA)

In the **IKEA** stores, Customer Relations Division covers all aspects of the customer's journey, i.e. before, during and after their visit at the store, while there is a separate Customer Relations Department, which deals exclusively with Customer Service.

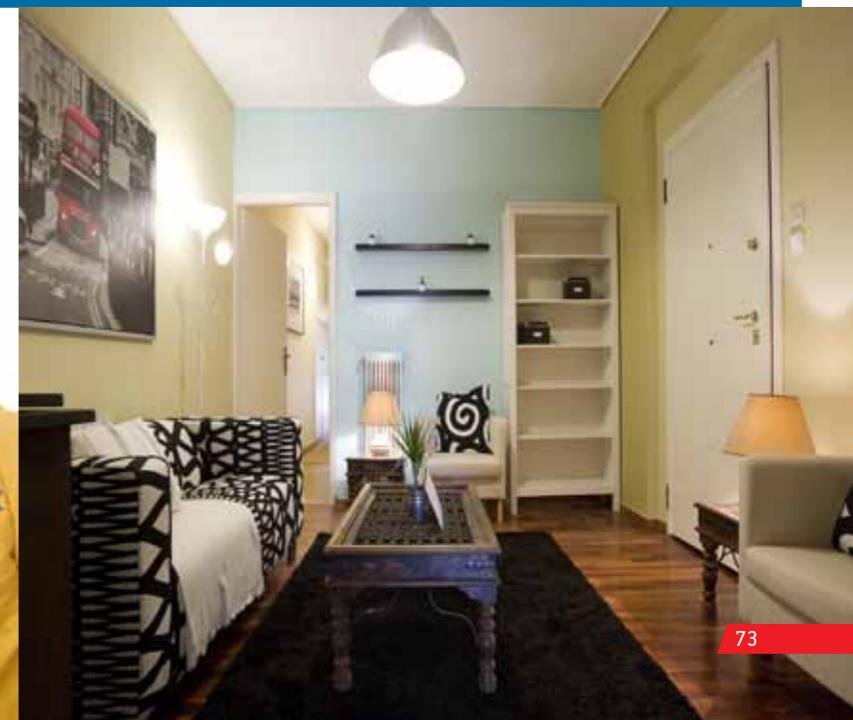
At the first stage, before the customer's visit to the store, our aim, through the IKEA catalogue, is to offer ideas and inspiration, to inform about commercial activities and the offered services, to notify about purchasing options and to guide the customer to be able to easily perform his purchases.

During the customer's visit at the store, our policies are focused on serving inside our stores, offering all the necessary purchasing tools and having all essential large customer volume service's prerequisites arranged, emphasizing in servicing all age groups and needs.

Moreover, in the third and last stage of customer service, which occurs after the sale of our products, we have set the infrastructures, the services and the procedures so as to be able to cover every need and demand that a customer could have.

CUSTOMER CARE POLICY

At the **FOURLIS Group**, in order to effectively respond to our customers' demands and needs, we apply a combination of policies in each company, depending on its structure and operations. These policies concern, among others, customer care and satisfaction, procurement management, as well as complaints management.



CUSTOMER SATISFACTION SURVEY

In **IKEA**, we conduct an annual customer satisfaction survey within our stores, including approximately 1000 customers, in order to enhance the assessment of our customer service policies and to maintain a constant engagement with our customers and their needs. Concurrently, we carry out, four times per year, a customer satisfaction survey through the corporate website.

The results of these surveys are used in adapting company's policies, bearing always in mind the improvement of our offered services and the satisfaction of our customers.

We indicatively mention that the results of the survey that took place, through the corporate website, in the last quarter of 2013, highlight the following trends:

Desire to visit IKEA again (Greece):
64% responded "desire very much"

 **64%**

Desire to visit IKEA again (Cyprus):
69% responded "desire very much"

 **69%**

Desire to visit IKEA again (Bulgaria):
82% responded "desire very much"

 **82%**

MYSTERY SHOPPING

IKEA also evaluates the quality of its customer care through "Mystery shopping", a research organized by an external company once a year which lasts about ten days.

Total Score 2013 (average of all the IKEA stores):

 **77,3%**



TARGETS

IKEA has set the following targets for the 2014-2016 period, following the annual customers' satisfaction survey results.

	ASPECTS	TARGET 2014-2016	PERCENTAGE 2013
GREECE 	STAFF KNOWLEDGE	67%	61%
	STAFF HELPFULNESS	69%	63%
	WELL INFORMED & COMPETENT STAFF	82%	76%
CYPRUS 	STAFF KNOWLEDGE	63%	57%
	STAFF HELPFULNESS	65%	59%
	WELL INFORMED & COMPETENT STAFF	73%	67%
BULGARIA 	STAFF KNOWLEDGE	65%	59%
	STAFF HELPFULNESS	66%	60%
	WELL INFORMED & COMPETENT STAFF	65%	59%

IKEA has set the following targets for the period 2014-2016, following the "Mystery Shopping" 2013 results.

	ASPECTS	TARGET 2014-2016	PERCENTAGE 2013
GREECE 	STORES' TOTAL AVERAGE	84%	77,34%
	NO DIVISION BELOW	78%	
CYPRUS 	STORE'S TOTAL AVERAGE	88%	84,8%
	NO DIVISION BELOW	82%	
BULGARIA 	STORE'S TOTAL AVERAGE	95%	92,9%
	NO DIVISION BELOW	90%	

INTERSPORT

In the **INTERSPORT** stores, each Store Manager, as well as the Operation Manager, are responsible for customer care.

As at **HOUSEMARKET** (IKEA), in **INTERSPORT** we evaluate the quality of our customer service through "Mystery shopping", which is organized by an external company and in the context of which, major performance indices of customer service within our stores are being monitored. We monitor the results quarterly and if negative performances occur, we take actions for improvement. Some of the most distinctive areas that are included in "Mystery Shopping" are the customer's needs assessment, the presentation and knowledge of the products and their prices by the stores' employees and the services provided by cashiers.

The average score for all the **INTERSPORT** stores in Greece and Cyprus for 2013, fluctuated in extremely high levels (above 8 and 9 out of 10) in all quarters of 2013.

It is worth mentioning that the **FOURLIS Group's INTERSPORT** stores' network participates in the European brand awareness survey that is being conducted by **INTERSPORT** worldwide. In 2013, this survey included a sample of 1.000 customers (with the participation of the Group's customers) with very positive outcomes. In particular, **INTERSPORT** in Greece, scored the highest percentages of brand awareness among its competitors both in spontaneous responses and in responses of "closed-ended" questions.

Finally, in **INTERSPORT** we monitor and manage the complaints of our customers either directly in our stores or via telephone or our company's website.



FOURLIS TRADE

As for the other subsidiaries of our Group, the effective customer care is our main concern and priority also for the **FOURLIS TRADE** wholesale company.

FOURLIS TRADE applies a customer service policy for the electronic appliances' retail stores. The policy is focused on the orders' effective management and shipping, their accuracy and delivery time and also on the timely and complete information of customers and business partners. Sales Department is responsible for the application of this policy. Through regular visits and daily communication of our executives with our customers, we aim to retain an effective contact with them and to constantly improve our provided services, based on their needs.

3.3 PRODUCTS' MARKETING AND PROMOTION

The marketing approach selected to promote our products, significantly impacts the brand image and the reputation of every company of our Group and reflects the image of our products.

In each company that belongs to our Group, we make sure that product marketing, promotion and communication practices are governed by responsibility, as we recognize the influence of our way of communication, not only to the customers/consumers, but also to our business partners and to the competition (stores and brands).



HOUSEMARKET (IKEA)

For the advertisement and the promotion of the **IKEA** products, we follow the communication code that **IKEA** uses at a global level, while considering all local level needs.

The means we use are mainly printed and electronic, with an increase in the use of new forms of communication, such as digital media and social networks. Responsible for the marketing policy of the company are the Communication Department and the Marketing Department.

It is worth mentioning that because of the economic crisis in Greece, in 2013, **HOUSEMARKET** (IKEA) reconsidered its pricing policy and reduced the prices of almost all the products that are being offered in the Greek market. At the same time, every year it commits for the products' price stability, as these are reported in its catalogue for the whole year that the catalogue is valid.

The products' promotion policy is adapted to the local customers' needs. For this reason the design of the **IKEA** stores differs depending on their location, so that they can respond to the standards and preferences of each local community.

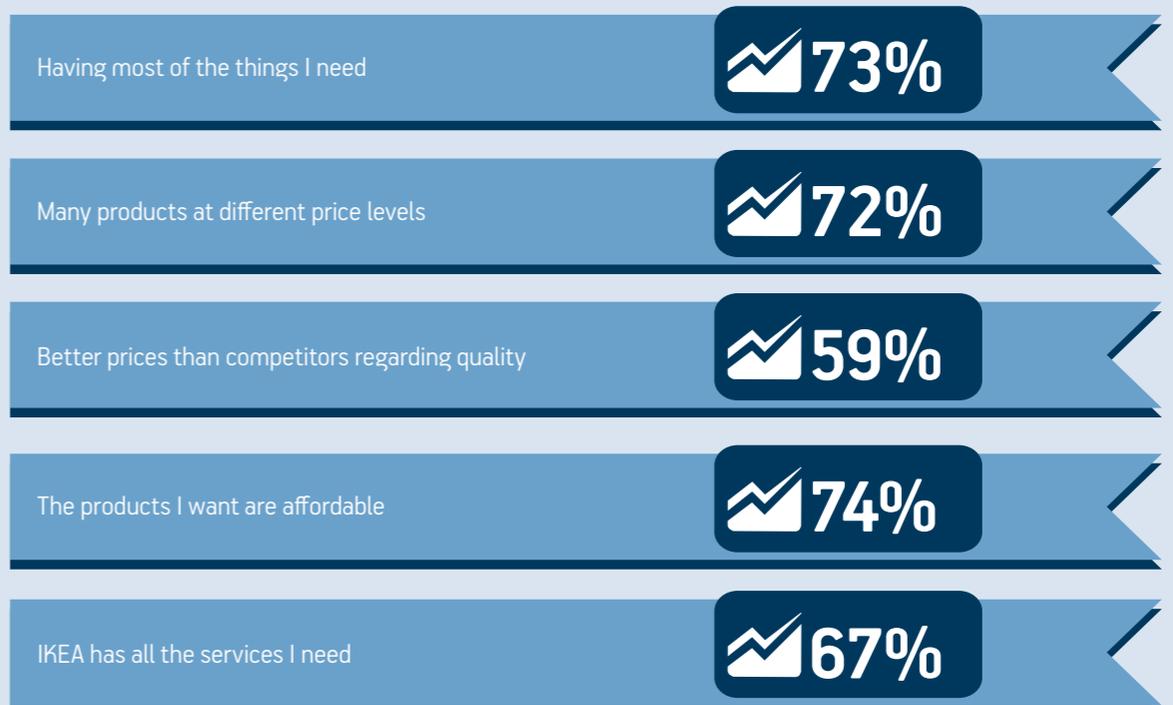
Aiming at rewarding the **IKEA** customers and creating added value, we developed the **IKEA Family** program, which includes over 220.000 members. The **IKEA Family** is an important initiative of responsible products' promotion, targeting at the improvement of the customer's faith and the development of bonds with the company.

In the context of this program, members are rewarded by points which they can redeem by choosing as gifts **IKEA** products or discounts in their purchases in the **IKEA** stores. At the same time, members gain the opportunity, through courses organized in the stores, to be trained on various issues, such as children's safety at home, house furnishing etc. Concurrently, members are being informed for all the promotional campaigns and corporate news.

Regarding the evaluation of the brand's image and the corporate communication and marketing policies, we use the Brand Capital survey.

This is an annual survey which takes place in the areas where the stores are located and reflects the public's opinion regarding the quality and the variety of the products, the prices, the corporate image, the customer service within the stores and the **IKEA** catalogue.

Indicatively, we mention some of the results of Brand Capital for 2013:





INTERSPORT

INTERSPORT's marketing and communication strategy is defined by its vision, which is to Bring Sport to the People. **INTERSPORT's** Commercial Department is responsible for the implementation of its marketing policies, which focus on two areas: Corporate Communication and Product Promotion.

Corporate image enhancement initiatives are either Social Responsibility actions like **FTANOUME STA AKRA** (We Reach the Edges) program, or sports events. For instance, in **INTERSPORT** we promote sports and we shape sport awareness to consumers, through the successful organization of sports events, such as tennis, football, basketball and beach volley tournaments, as well as running and swimming events.

Our selected product communication and promotion methods include various media such as television, product catalogues, electronic advertisements etc., while we follow all conduct, marketing and communication codes, as well as market regulations that we are obliged to follow, such as the Hellenic Retail Business Association (HRBA) code.

We monitor the effectiveness of marketing practices using sales as our main indicator and we review our practices wherever and whenever needed.

In 2013, considering the economic crisis and the increased competition, at **INTERSPORT** we focused on the promotion of our own brands, which guarantee value for money.



FOURLIS TRADE

At **FOURLIS TRADE**, through the Marketing Department, we focus on the communication and promotion policies, on strengthening corporate brands and on empowering customer relations.

Due to the economic crisis, the communication policy that we follow at **FOURLIS TRADE** is mainly based on cooperative activities with retail customers, on printed advertisement and on the presentation of our products through product catalogues.

At the same time, we provide continuous vocational training to the retail stores employees, regarding corporate products, in order to be able to better inform end customers.

Finally, for product advertisement and promotion we follow the "Brand Manuals" of the brands we represent in the Greek market, which include the basic rules of advertisement and promotion and have been designated to us by the respective manufacturing companies. Our company has to follow the guidelines given in the "Brand Manuals" but also discusses with the foreign firm for possible differentiations in the guidelines, which might be necessary in order to promote every brand in the Greek market in a more effective way.

The communication and promotion activities' assessment is based mostly on sales growth, either in total or per customer. The sales results direct further revisions of the implemented marketing policies.

Especially regarding the collaborative television-based promotion of our brands with our customers, the assessment is taking place through Gross Rating Points (GRPs) (television based effectiveness measurement unit) which every advertising campaign achieves and for which we are getting informed through a specific report that we receive from the media shop responsible for each campaign.



3.4

PRODUCT COMPLIANCE

For the **FOURLIS Group**, offered products' compliance with manufacturers and suppliers standards, as well as with the European or national legislation, is a consistent practice and is being applied both for the Group retail and wholesale companies, having important impacts in our internal operations and our corporate reputation.

HOUSEMARKET (IKEA)

The provision of special labeling and signs on our products, aiming at providing the most complete information and advice to customers, is a priority for the **IKEA** stores.

As part of our philosophy, we provide information and labeling regarding possible problems or health impacts, hazardous substances, cases where a product should be used only by adults, dimensions, product manufacturing information etc. The Sales and the IFB (IKEA Food and Beverage) Departments are responsible for monitoring product compliance.

At **HOUSEMARKET** (IKEA) we provide perennial product guarantee, which in some cases reaches 25 years, while we follow and apply a product withdrawal policy. If necessary and depending on the importance of the incident, the withdrawal case is publicly disclosed.

A respective example was the immediate withdrawal and concurrent customer awareness initiatives, regarding the **IKEA** Czech Republic case, where traces of horsemeat were found in its kottbullar line, as well as the withdrawal incident of almond brittle cakes in **IKEA** China.



INTERSPORT

INTERSPORT's Commercial Department is responsible for product compliance and oversees adherence to market regulations, as well as the European Union CE labeling.

Its policy also focuses on the inclusion of terms within supplier contracts, which determine adherence to all valid regulations and laws regarding purchased products.

In cases of defective products, the company initiates immediate withdrawals and repairs and acts accordingly in order to inform all the pertinent institutions, like for instance the Ministry of Commerce, the consumers' associations and the general consumer public via special press releases.

During 2013, there was one case where the company conducted precautionary withdrawal and technical audit, due to a manufacturing flaw, regarding a product which belonged to the Inline category (roller-skates).



FOURLIS TRADE

In the **FOURLIS Group** we apply responsible product policies, taking measures for the protection of customer and consumer health and safety and for their responsible and credible information regarding these issues. In this context, in the Group we firstly monitor and comply with the national and European legislation in technical standards issues and safe product use.

In particular, regarding **FOURLIS TRADE** products, we also monitor the relevant legislation through our participation in the Industry and Business of Electric Appliances Association (SVEIS) and we check the products we import, so that they are in accordance with the technical standards of the European Union. Moreover, all factories that manufacture the products that are being distributed by **FOURLIS TRADE** in Greece, have special labeling for the energy efficiency class of each appliance that is being imported.

In **FOURLIS TRADE** we also take all necessary measures in order to eliminate possible malfunctions in the manufacturing of products that we distribute in the Greek market and which could have consequences in the duration of the appliance's life cycle or problems in the use of the products, thus assuring their quality.

Quality assurance is being achieved through technical audit sampling procedures of the products that we distribute in the market. **SERVICE ONE** is the Group subsidiary company responsible for the technical product audit performance.

Furthermore, in **FOURLIS TRADE** we have established a products' replacement policy with small or none surcharge for the consumer, depending on the usage time of the appliance and the guarantee's boundaries and a withdrawal policy if necessary.

All products of the **FOURLIS Group** fully comply with the European legislation and have the relative labeling (i.e. CE approval) while during 2013 there was none case of non-compliance with the legislation or the regulations that regarded the provision or usage of products or services. It is also worth mentioning that none banned or disputed product is being sold through the Group's subsidiary companies.

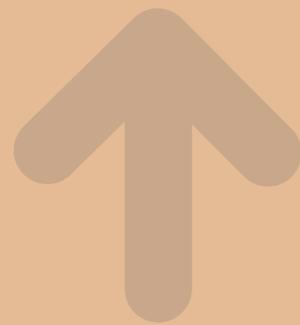
4 FOR THE SOCIETY



4.1 OUR CONNECTION WITH THE SOCIETY

In the **FOURLIS Group** we are active members of the society where we operate.

For this reason we work, every day, all together as well as individually, under our main motto **"TOGETHER FOR A BETTER QUALITY OF LIFE"**, in order to implement our common commitment and vision: **the preconditions development for a better life for everyone.**



Together
for
a better
quality of
life

Understanding the needs of the societies where we operate, those of citizens and those of the wider society, is a high importance issue for our Group's sustainability in all the countries where we operate.

For this reason, we aim at being in constant engagement with them, maintaining a continuous interaction with local communities, citizens, local government, bodies, organizations, NGOs etc., in order to be constantly informed and to evaluate the most important needs of the societies where we operate as well as those of the society at large.



4.2 OUR ACTIONS

Thereafter, we design actions primarily aiming to respond to the most material needs of the society and the citizens. The actions targeting to cover wider society's needs, without local context characteristics, are mainly planned and implemented by the Group's parent company, while the actions that respond to local communities' needs are mainly planned and implemented by the Group's retail segment (**HOUSEMARKET** and **INTERSPORT**), by geographical area. The wholesale segment maintains a primarily supportive role and the Group's **Social Responsibility Department** supervises the management and implementation of each action.

More specifically, the Group's parent company's activities, as well as those of the whole (100%) retail segment (**HOUSEMARKET** and **INTERSPORT**) in Greece and Cyprus, are the basis for determining the Group's most significant actions for the year 2013, as these are presented in section 4.2. For 2013, the most important impacts from managing the material issue of the Group's engagement with society, mainly affect the local and wider markets and societies in Greece and Cyprus.

Social Responsibility actions are also implemented in companies of the **FOURLIS Group** abroad, while every year we seek to strengthen our engagement with the society of the foreign countries where we operate, by improving and intensifying the Social Responsibility programs which we plan and implement in each respective country.

Below, we present some of the most important Social Responsibility actions that we implemented in the **FOURLIS Group** in 2013, for the support of the society and our fellow citizens.

EQUIPMENT DONATION AND FURNISHING PROGRAM

In 2013, the equipment donation and furnishing programs, that **IKEA** implements since 2006, continued. **IKEA** stores undertook the donation of household equipment as well as the furnishing of **Institutions, Organizations, Associations and other bodies, aiming to create beautiful and hospitable spaces for socially vulnerable groups of our fellow citizens.**

In this context, in April 2013, the **FOURLIS Group** and **IKEA** organized the remodeling of a flat that is being used by **THEOFILOS**, an Organization which supports large families, in order to accommodate underprivileged students originating from the province.



In the **FOURLIS Group** we commit to keep planning and implementing actions for the support of the society and our fellow citizens, responding to their current prevailing needs.

*Together
for
a better
quality of
life*

Concurrently, in April 2013, the **FOURLIS Group** and **IKEA** proceeded with the full furnishing and decoration of the **SHELTER FOR WOMEN VICTIMS OF VIOLENCE AND THEIR CHILDREN** of the municipality of Thessaloniki.



ΟΤΑΝ Η ΒΙΑ
ΕΙΝΑΙ ΜΕΣΑ ΣΤΟ ΣΠΙΤΙ,
ΣΕ ΠΟΙΟ ΣΠΙΤΙ
ΘΑ ΒΡΕΙΣ ΚΑΤΑΦΥΓΙΟ;



ΔΙΝΟΥΜΕ ΖΩΗ ΣΤΟΝ ΞΕΝΩΝΑ ΦΙΛΟΞΕΝΙΑΣ ΓΥΝΑΙΚΩΝ ΘΥΜΑΤΩΝ ΒΙΑΣ
Στον Όμιλο FOURLIS στεκόμαστε πάντα με ευαισθησία απέναντι στα κοινωνικά προβλήματα. Σήμερα παίρνουμε μια σημαντική πρωτοβουλία. Συμβάλλουμε κι εμείς στην αντιμετώπιση των αδιεξόδων που γεννά η ενδοοικογενειακή βία. Εξοπλίζουμε και επιπλώνουμε πλήρως τον Ξενώνα Φιλοξενίας Γυναικών Θυμάτων Βίας του Δήμου Θεσσαλονίκης, ώστε οι γυναίκες θύματα της ενδοοικογενειακής βίας και τα παιδιά τους να έχουν ένα ασφαλές καταφύγιο.

FOURLIS
ΟΜΙΛΟΣ ΕΤΑΙΡΩΝ



In autumn 2013, **IKEA** and the **FOURLIS Group** launched a large support program for nursery schools in Epirus and Thessaly, by donating equipment for furnishing purposes, as well as by covering their most important needs.



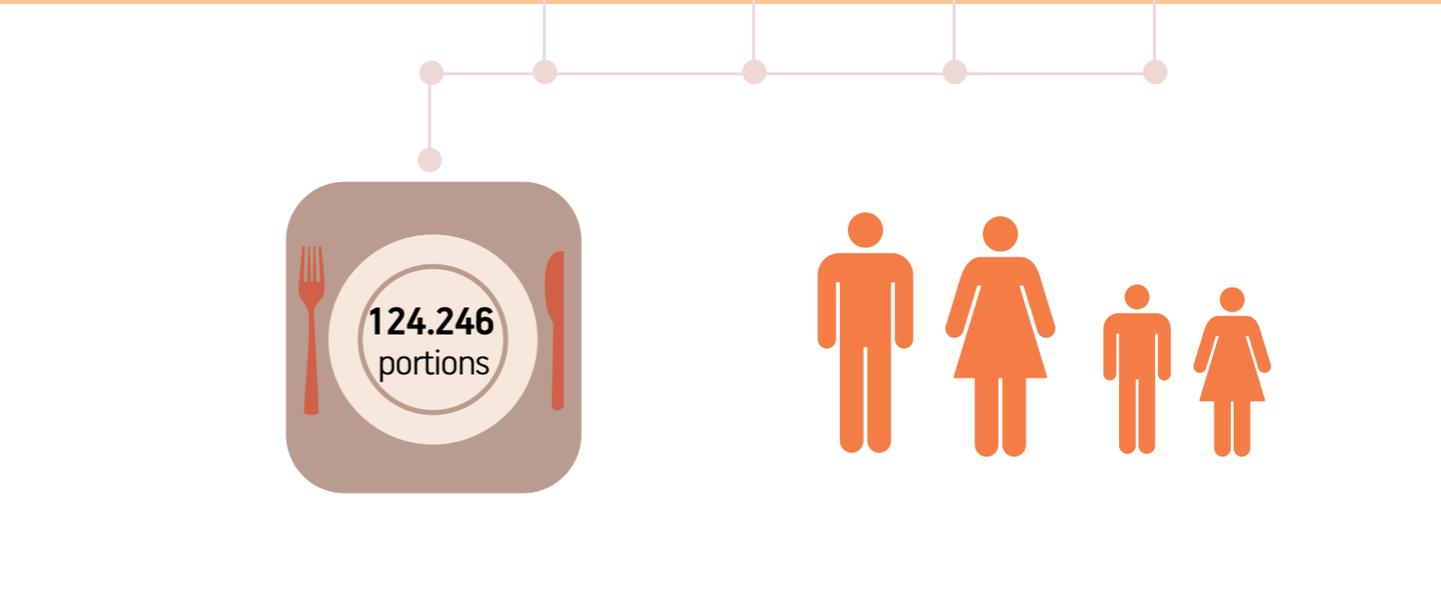
Equipment was also donated to many other institutions. We indicatively mention the following:

- **Blinds' Lighthouse of Kallithea in Attica and The School for the Blind in Thessaloniki,**
- **ATTICO Children's Hospital,**
- **FLOGA Association of Parents of Children with Neoplastic Disease, in Attica and Magnisia,**
- **ELEPAP- Rehabilitation for the Disabled Children, in Attica,**
- **Social Solidarity dispensary in Larissa,**
- **Dourahani Monastery Orphanage in Ioannina,**
- **Central Public Library of Corfu, and other.**

The equipment donation and furnishing programs will continue in 2014, in other regions of Greece as well.

COOPERATION WITH THE NON-PROFIT ORGANIZATION "BOROUME" ("WE CAN")

In 2013, the **FOURLIS Group** continued its cooperation with the non-profit organization "**BOROUME**" ("We Can"), which started in July 2012. In this context, **IKEA** offers, on a daily basis, those meals which are not consumed in its stores in Greece, to people in need, through Institutions and Organizations in Attica, Thessaloniki, Larisa and Ioannina.



SUPPORT OF UNICEF'S CAUSES

From November 10, 2013 until January 4, 2014, for every soft toy sold, **IKEA** donated 1 euro to **UNICEF**, to support the Organizations' educational programs for children all over the world.
The total amount raised in Greece and Cyprus reached €64.172.



HOSTING NGOs IN THE IKEA STORES

In 2013, as in the previous years, **IKEA** opened its doors to NGOs, by hosting their stands and representatives at its premises, so that the public could be informed about their actions and support, if desired, their work.
 In 2013, **IKEA** stores throughout Greece hosted **WWF, UNICEF, ALMA ZOIS, MEDECINS SANS FRONTIERES**, and **FRODIDA Association**.

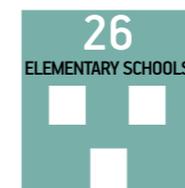
WE REACH THE EDGES

For the third consecutive year, **INTERSPORT** continued the "**FTANOUME STA AKRA**" ("We Reach the Edges") program, in the context of which it visits Public Elementary Schools in remote areas of Greece and **offers sports equipment for students' sporting activities**.

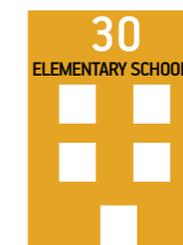
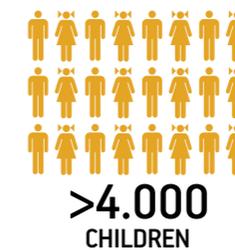
In 2013, **INTERSPORT** visited **30 Elementary Schools** in remote and distant areas in Ioannina, Arta, Preveza and Corfu, where it donated sports equipment that can be used for team or individual school curriculum training covering the needs of more than **3,000 children**. At the same time, athletes from local Sports Clubs spoke to students about the benefits of sports, physical exercise and healthy diet in their lives.

For a second year, employees from **INTERSPORT** and the **FOURLIS Group** voluntarily participated in the collection and packaging of the equipment offered to the schools.

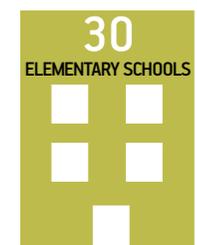
2011
 (PREFECTURES OF KOZANI, FLORINA AND KASTORIA)



2012
 (CRETE)

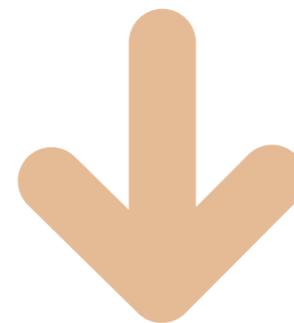


2013
 (PREFECTURES OF IOANNINA, ARTA, PREVEZA AND CORFU)



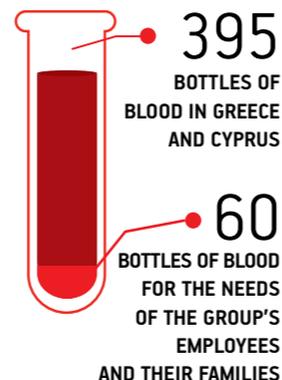
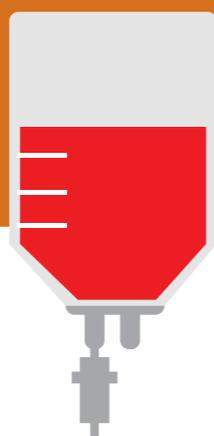
ACTIONS WITH THE PARTICIPATION OF OUR EMPLOYEES

The **FOURLIS Group** employees voluntarily participate in actions implemented by the Social Responsibility Department, contributing in their successful implementation and completion.



VOLUNTARY BLOOD DONATION

The **Voluntary Blood Donation, of the FOURLIS Group**, which is organized in the Group since 1985, was carried out in January and June 2013, in its companies' premises. The voluntary blood donation was supported by hundreds of employees who offered a few minutes of their time to donate blood, proving, in action, the sense of social responsibility which defines them.



DONATION OF FOOD AND OTHER ESSENTIAL PRODUCTS

Every year, before Christmas holidays, the **FOURLIS Group's** employees collect and donate food, clothing and other essentials to Institutions and Organizations in Greece and Cyprus. In 2013 the collected products were distributed:

- **In Athens:** to the REHABILITATION CENTER FOR DISABLED CHILDREN IN VOULA (ex PIKPA), to the MEROPION PHILANTHROPIC FOUNDATION and to the VOLUNTEERS OF THE WORLD
- **In Thessaloniki:** to ARSIS, to the GREEK CHILDREN'S VILLAGE IN FILYRO and to the PNOI ELPIDAS (BREATH OF HOPE)
- **In Volos:** to the Municipality's SOCIAL GROCERY STORE
- **In Ioannina:** to the DOURAHANI MONASTERY ORPHANAGE
- **In Cyprus:** to the SOCIAL GROCERY STORE OF THE HOLY ARCHBISHOPRIC OF CYPRUS

In total, approximately 240 boxes and bags containing food, clothing and other essential products were gathered and distributed in Greece, whereas another 2.044 packages of food and essential products were gathered in Cyprus.



VOLUNTARY EMPLOYEES' PARTICIPATION IN OTHER ACTIONS

In 2013, the **FOURLIS Group** employees participated in social cause events such as the **GREECE RACE FOR THE CURE 2013**, the **CORPORATE RELAY RUN** and the **ATHENS CLASSIC MARATHON 2013**, through which they supported the work of the Organizations **ALMA ZOIS**, **MAZI GIA TO PAIDI** and **ELEPAP**, respectively.



It is also worth mentioning **the voluntary contribution of employees** in projects that are planned and implemented by the Social Responsibility Department (e.g. furnishing projects), the implementation and completion of which is significantly contributed by the employees' participation.

In 2013, 32 employees, in total, voluntarily worked in various social cause projects that were organized and implemented by the FOURLIS Group companies.



5

FOR THE ENVIRONMENT



5.1 ENVIRONMENTAL MANAGEMENT

At the **FOURLIS Group**, we have prioritized environmental management as a material issue for the sustainability of our Group, with impacts both inside and outside of it. Consequently, we monitor the impacts of our operations aiming to reduce the negative impacts on the environment, as well as our environmental footprint.

Due to the complexity and geographic dispersion of the Group's operations, we are in a process of identifying the most important environmental issues, as well as improving and further developing our environmental management processes.

Our target is to constantly improve and, in the middle-term, to fully record our environmental footprint, through an integrated environmental management system.

In this context, our priority is to comply with the environmental legislation. At the same time, we monitor and record material, water and energy consumption as well as waste management, where possible and according to data availability.

Following in the chapter, we provide the available information and we commit to cover areas in the future, for which, currently, there are no available data.



ORGANIZATIONAL STRUCTURE FOR ENVIRONMENTAL ISSUES

The Group's subsidiaries are responsible for managing environmental issues of their concern, such as the measures taken for the reduction of natural resources consumption and the monitoring of the legislation applicable to their operations.

The **Social Responsibility Department** collects the data regarding each Group subsidiary's environmental performance, records and compares it with data of previous periods. The target is to evaluate and improve the measures taken towards reducing the Group's environmental impacts. Moreover, through this process, the Group is able to present, to its stakeholders, the progress and the results of the practices followed.

It is worth mentioning that, during 2013, there were no fines or incidents of non-compliance with environmental legislation, regarding the Group's companies.



5.2 MATERIALS

In recognition of the significance of materials management for the conservation of natural resources and their availability for the next generations, as well as for the improvement of our efficiency, we look after the responsible management of the consumables that we use. At the same time, we aim at raising our employees' awareness on relevant issues.

In this context, our target is to record, all the materials used in all the Group's subsidiaries, such as raw materials, manufactured materials or materials for packaging, in the near future.



USING AND SAVING PAPER

At the Group's companies in Greece, we have established the exclusive use of recycled, recyclable and non-chlorinated paper. In total, the quantity of the respective type of paper that we purchased for office use, during 2013, was reduced by 0,4% at 30.487 kg, compared to 2012 when the quantity was 30.619 kg.

In 2013, we continued making efforts for the reduction of paper consumption, by implementing successful practices of the previous period, such as:

- a) Use of fax servers
- b) Use of duplex printing printers
- c) Use of Human Resources software applications
- d) Document scanning and electronic archiving
- e) Electronic archiving and monitoring of contracts (e-doc system)
- f) Electronic system for the submission and approval/rejection of purchasing requests



USING AND SAVING PRINTER INK

With regard to the use of ink, we are actively trying to adopt practices that contribute to the reduction of printing. Within this context, in 2008 we adopted new technology features, such as the use of laser printers, which contribute significantly to the protection of the environment, since they require smaller quantities of ink for their operation.

As a result, in 2013, we purchased 1.681 ink cartridges, to cover the needs of the **FOURLIS Group** companies in Greece, while in 2012 the respective number was 2,478 pieces.

RECYCLING AND WASTE MANAGEMENT

Our priority is the total reduction of the waste produced and their effective management. Towards this end we:

- Monitor the waste produced
- Focus on the benefits of recycling, by investing on infrastructure improvements and informing our employees and clients.
- Monitor the recycling course of materials by receiving the respective recycling or disposal documents from the recycling companies.

Paper, toners, batteries, aluminum, glass, plastics, metals, wood and fluorescent lamps, are among the materials we recycle. The data regarding recycling, are collected and recorded by the Social Responsibility Department. This is achieved by monitoring the weight or quantity of recycled materials.

Recycling programs are also implemented in all the **FOURLIS Group** facilities, with the participation of the employees and the use of special recycling bins which are placed in the working areas.

The **IKEA** stores have their own waste management policy. All the **IKEA** stores are equipped with recycle bins for paper, batteries, small electrical devices and lamps in order to motivate customers and employees to recycle the respective materials. At the same time, the cooking fat used by the store restaurants is recycled, while the company pays special attention to the compliance with the legislation concerning waste and their quality.

PAPER RECYCLING

At the **FOURLIS Group**, we have established paper recycling in all our premises, while paper recycling bins are available to the visitors of all the **IKEA** stores.

Thanks to this policy, in 2013 **IKEA**¹ recycled 1,196 tons of paper, a quantity similar to one recycled in 2012 (1.123 tons).

¹ IKEA in Greece and Cyprus



RECYCLING

The following table lists the recycling results for the **FOURLIS Group** in 2013, in comparison to the quantities of the same materials recycled in 2012.

MATERIALS RECYCLING*

MATERIALS	2012	2013
Paper (kg)	1.141.364	1.217.986
Batteries (kg)	1.821	7.873
Cooking fat (lt)	20.098	23.757
Aluminum (kg)	40	10
Glass (kg)	9.130	880
Fluorescent lamps (kg)	2.302	2.069
Plastic (kg)	51.077	76.887
Metals (kg)	30.730	31.020
Wood (kg)	47.920	146.676



* The recycling data refer to: FOURLIS HOLDINGS, - FOURLIS TRADE, - SERVICE ONE, TRADE LOGISTICS, - INTERSPORT GREECE, - HOUSEMARKET (IKEA Stores) GREECE AND CYPRUS



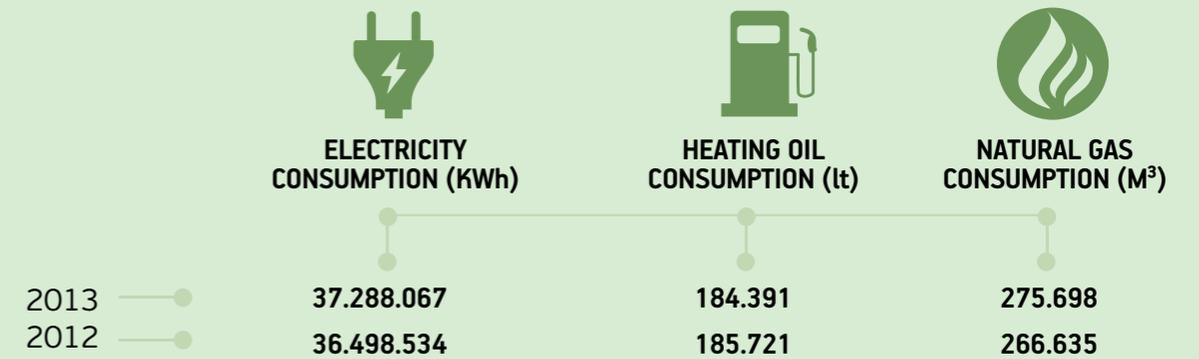
5.3 ENERGY



THE ENERGY WE CONSUME

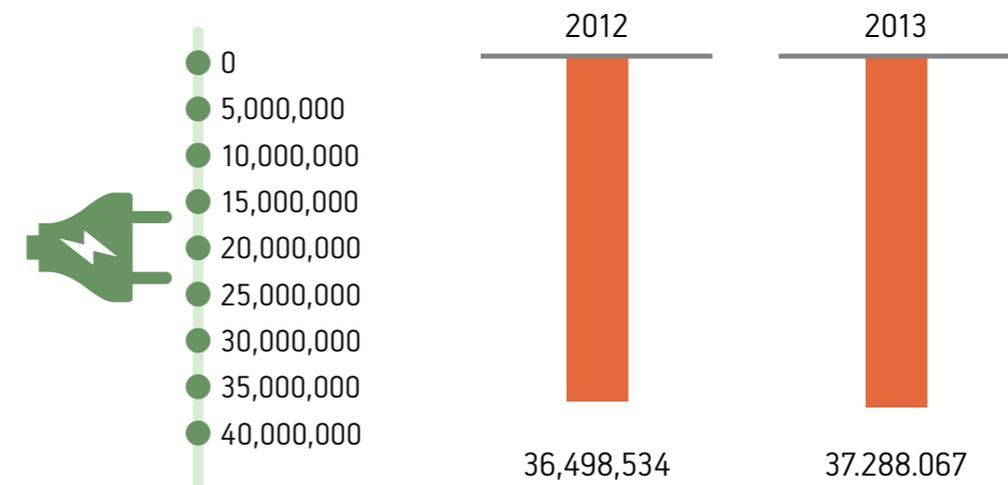
At the **FOURLIS Group**, aiming to the energy saving and to the protection of the environment, we systematically monitor energy consumption while, at the same time, we plan and implement actions and interventions to reduce its use.

FOURLIS GROUP ENERGY CONSUMPTION*



*Data refer to: FOURLIS HOLDINGS, FOURLIS TRADE, SERVICE ONE, TRADE LOGISTICS, INTERSPORT GREECE, HOUSEMARKET (IKEA Stores) - GREECE AND CYPRUS

FOURLIS GROUP ELECTRICITY CONSUMPTION (kWh)

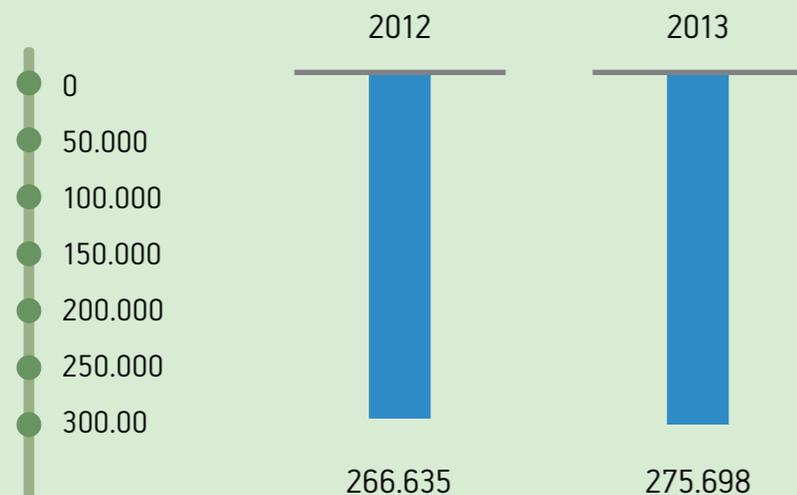




FOURLIS GROUP HEATING OIL CONSUMPTION (lt)



FOURLIS GROUP NATURAL GAS CONSUMPTION (M³)



ENERGY SAVING

For energy management purposes, the Group implements an Energy Saving Program in order to systematically monitor electricity, heating oil and natural gas consumptions.

Given that our Group operates in various sectors, our facilities are not similar, but highly diversified. For this reason, we take into consideration the differences of the Group's facilities, in order to effectively intervene and reduce the consumption of electricity. In particular, in the case of the **IKEA** stores facilities, the designing of which included environmental criteria, the Group has implemented special measures for improving their energy efficiency.

Among others, some indicative practices that we have applied with the purpose of monitoring and reducing energy are the following:

- Careful use of lighting, both by using technology as well as by the use of other practical means.
- Substitution of conventional bulbs with energy efficient bulbs in all our facilities.
- Replacement of IT systems with similar low-energy consumption systems.
- 100% completion of the replacement of all the Group's "CRT" monitors with new ones
- Use of blade servers
- Informing and raising employees' awareness, thus motivating them to save energy in their work areas

TRADE LOGISTICS

The measures taken by the company in order to reduce its energy consumption are the following:

- a) Significant reduction of lighting in the warehouse areas, due to 70% of operations performed by automated robots.
- b) Optimizing the efficiency of machines, by the means of specific software, in order for them to operate in "full circle". In this way, the machines are always loaded and never run a route empty or without load.
- c) Adjusting the shifts of employees as to conduct most of the work during the day, according to the work load.
- d) Inspection of all distribution boards of TRADE LOGISTICS, by a specialized crew of mechanics. As a result of this inspection, changes in the equipment were made in order to reduce the risk of a short - circuit and to reduce electricity consumption.

Moreover, **TRADE LOGISTICS** has made a significant investment in order to connect its facilities with the national and European railway networks, starting operations in February 2013, with approximately 30% of total cargo transported from Europe to the company's warehouse in Greece (Schimatari), through the railway network.

This is expected to reduce the international track schedules to the warehouse of **TRADE LOGISTICS** by approximately 600-650 routes.

Furthermore, the company installed a photovoltaic system for producing electricity, on the roof of its warehouse. The photovoltaic system produces a total power of 1MW. It started operating in March 2013 and, until the end of 2013, its total energy production was 1.257MWh.

HOUSEMARKET

Aiming at energy saving at the **IKEA** stores' facilities, we take a number of significant actions. In particular, the company has taken the following measures for reducing energy consumption:

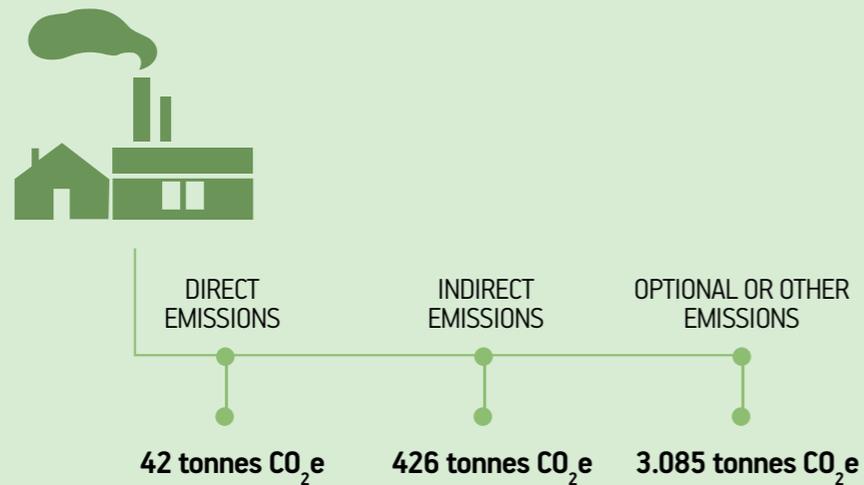
- a) Reduction of electricity consumption by:
 - Proper programming of internal and external lighting of facilities.
 - Using devices for quality upgrading of the power in order to optimize the air-conditioning.
 - Peak consumption management by optimizing/deferring the operation of the facilities and devices that consume electricity.
 - Replacement of the existing lamps with LED lamps.
- b) Limiting the losses of air-conditioning by:
 - Improving the management of all facilities' openings by, for example, adjusting the time that automatic doors remain open and the respective distance, as well as by installing air-curtains.
 - Trying to minimize the automated rejection of conditioned air beyond the use requirements.
- c) Maximizing the effectiveness of maintenance and regulation of the ventilation, heating and cooling systems



EMISSIONS

In our effort to adhere to Completeness principle of the GRI G4 Sustainability Reporting Guidelines and because of the fact that we are in the middle of improving our environmental management processes, we see as more appropriate not to disclose consolidated emissions data at a Group level, but only for the Group's company **TRADE LOGISTICS**, the emissions of which have been fully recorded.

In 2013, **TRADE LOGISTICS** calculated its 2012 carbon footprint for the company's entire operations. The results are presented in the following graph:



5.4 WATER

An important element of our environmental policy is water consumption monitoring. In recognition of the significant quantity of water consumed at our facilities, for sanitation needs and because of the large number of customers and employees, we take measures for reducing our total water consumption by monitoring consumption per Group company and intervening where needed.

WATER CONSUMPTION



WATER CONSUMPTION (LT)

	2013	2012	2011
IKEA (excluding Attica)	26.712.400	22.938.500	26.433.000
IKEA (Attica)	41.746.000	44.303.000	41.218.000
Trade Logistics	554.828	326.000	410.000

Our objective is, by using technology and making the necessary interventions wherever possible (e.g. gradual improvement of the automated use of faucets in order to save water in every **IKEA** store), to reduce water consumption at our facilities.

PUBLIC AND EMPLOYEE AWARENESS INITIATIVES

ECO-FRIENDLY PRODUCTS

During 2013, we continued the implementation of a number of initiatives for natural resources conservation and for informing and raising public and employee awareness.

The **FOURLIS Group's** companies continuously invest in eco-friendly products and encourage the public and clients to prefer them.

Examples of such products offered by the **IKEA** stores are:

- RINGSKÄR faucet: it comes with a component for saving water, which reduces water consumption up to 30%
- PRIMÅN bathroom accessories: made of 100% recyclable plastic PET.

Moreover, **IKEA** has discontinued the sale of conventional lamps from its network, while the lighting in all of its stores comes exclusively from energy saving lamps.

During 2013, **FOURLIS TRADE**, has introduced to the market the following low energy class devices:

Liebherr: Refrigerators of A+++/A++ energy class and led lighting and freezers of A+++/A++ energy class

Korting: Cookers and ovens of A-20% energy class and washing machines of A+++ (-20%) energy class, i.e. A-80% and of A+++ (-10%) i.e. A-70%.

General Electric: Refrigerators of A+ energy class and Air Conditions of A+++/A+ energy class.

RECYCLING CENTERS

In 2012, **IKEA** maintained the integrated Recycling Centres placed in Egaleo, in Piraeus, in Syntagma, and in Ioannina. From 1/1/2013 to 31/12/2013, in the 4 Integrated Recycling Centres, 4,618,926 packaging materials or 280.268,40 kg of packaging were recycled.

MEALS DISTRIBUTION

IKEA continued its cooperation with the Non-Governmental Organization "**BOROUME**", which aims at distributing surplus food for charity throughout Greece. Through this cooperation, **IKEA** offers, on a daily basis, all the meals that are not consumed in its stores' restaurants to foundations and organizations for people in need.

In 2013, the Group donated 82.958 meals, in total, to Foundations and Organizations across Greece. In this way, the Group did not only support people in need but also significantly reduced the quantities of food wasted.

GOALS

For the next period, the Group has set, among others, the following targets regarding environmental protection:

GROUP

- Overall assessment and improvement of the measures taken for reducing the Group's environmental impacts.

FOURLIS TRADE

- Increasing the percentage of freezing products of A++ (A-40%) and A+++ (A-60%) energy class and that of washing products of A+++ energy class i.e. A-80% and A+++ (-10%) i.e. A-70% distributed by **FOURLIS TRADE**.
- Increasing the energy class products A++ (A-40%) and A+++ (A-60%) distributed by **FOURLIS TRADE**.

HOUSEMARKET

- Gradual increase in the use of automated taps, for water savings in all the **IKEA** stores facilities
- Reducing fuel and electricity consumption for the heating and cooling of the **IKEA** stores premises in the following ways:
 - Using geothermal and/or solar energy in new stores
 - Optimizing air management depending on the needs and climatic conditions
 - Ensuring less heat or cooling losses by using advanced management systems and insulation of glazing and openings
- Conducting seminars on the use of lighting and the use of LED lamps from the **IKEA** stores.

TRADE LOGISTICS

- Production of electricity on a 12 months basis, by operating the photovoltaic system installed on the **TRADE LOGISTICS** building's roof at Schimatari.
- Conduction of a seminar in order to train our employees in methods for calculating the carbon footprint of our facilities.
- Measuring of **TRADE LOGISTICS** carbon footprint and conduction of a solution study aiming to reduce it.

COMMUNICATION ON PROGRESS TABLE REGARDING THE UNITED NATIONS GLOBAL COMPACT'S TEN PRINCIPLES

UN Global Compact Principles		Principles' Implementation and Results (Reference)
Human Rights		
1st Principle	Businesses should support and respect the protection of internationally proclaimed Human Rights.	1.2 FOURLIS Group's Governance 2.5 Health and Safety
2nd Principle	Businesses should make sure they are not complicit in Human Rights abuses.	3.1 Customers' Health and Safety
Labour		
3rd Principle	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	1.2 FOURLIS Group's Governance 2.1 Human Resources Profile 2.2 Merit-Based Recruitment and Development 2.3 Internal Communication
4th Principle	Businesses should uphold the elimination of all forms of forced and compulsory labour.	
5th Principle	Businesses should uphold the effective abolition of child labour.	
6th Principle	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	

Environment		
7th Principle	Businesses should support a precautionary approach to environmental challenges.	5.1 Environmental Management 5.2 Materials 5.3 Energy 5.4 Water
8th Principle	Businesses should undertake initiatives to promote greater environmental responsibility.	
9th Principle	Businesses should encourage the development and diffusion of environmentally friendly technologies.	
Anti - Corruption		
10th Principle	Businesses should work against corruption in all its forms, including extortion and bribery.	1.2 FOURLIS Group's Governance

GRI G4 CONTENT INDEX

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Report's Section or Link	External Assurance
STRATEGY AND ANALYSIS		
G4-1	Message from the CEO	-
ORGANIZATIONAL PROFILE		
G4-3	1.1 FOURLIS Group Profile	-
G4-4	1.1 FOURLIS Group Profile	-
G4-5	1.1 FOURLIS Group Profile	-
G4-6	1.1 FOURLIS Group Profile	-
G4-7	1.1 FOURLIS Group Profile	-
G4-8	1.1 FOURLIS Group Profile	-
G4-9	1.1 FOURLIS Group Profile, 2.1 Human Resources Profile	-
G4-10	2.1 Human Resources Profile Moreover at the Group: a) there are no supervised workers employed b) no substantial portion of the Group's work is performed by self-employed or other workers, apart from what is mentioned in section 2.1 c) there are no significant variations in employment numbers during the year	-
G4-11	Valid for all employees	-
G4-12	1.1 FOURLIS Group Profile	-
G4-13	Message from the CEO, Annual Financial report (p. 6, 8-10), http://www.fourlis.gr/upload/Analyseis/FOURLIS%20Holding%20english%202013.pdf	-
G4-14	1.2 FOURLIS Group's Governance	-
G4-15	1.1 FOURLIS Group Profile - Participations and Distinctions	-
G4-16	1.1 FOURLIS Group Profile - Participations and Distinctions	-
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	1.1 FOURLIS Group Profile	-
G4-18	1.3 Corporate Responsibility Management - Materiality Analysis	-
G4-19	1.3 Corporate Responsibility Management - Materiality Analysis	-
G4-20	1.3 Corporate Responsibility Management - Materiality Analysis	-
G4-21	1.3 Corporate Responsibility Management - Materiality Analysis	-
G4-22	None	-
G4-23	This is the first Report prepared according to the GRI G4 Sustainability Reporting Guidelines and at the Group level. The reporting guidelines used in previous Reports did not require the disclosure of boundaries per material aspect	-
STAKEHOLDER ENGAGEMENT		
G4-24	1.3 Corporate Responsibility Management - Stakeholders	-
G4-25	1.3 Corporate Responsibility Management - Stakeholders	-
G4-26	1.3 Corporate Responsibility Management - Stakeholders	-
G4-27	1.3 Corporate Responsibility Management	-
REPORT PROFILE		
G4-28	About this Report	-
G4-29	About this Report	-
G4-30	About this Report	-
G4-31	About this Report	-
G4-32	About this Report	-
G4-33	About this Report	-
GOVERNANCE		
G4-34	1.2 FOURLIS Group's Governance	-
ETHICS AND INTEGRITY		
G4-56	1. Our Group, 1.1 FOURLIS Group Profile	-

SPECIFIC STANDARD DISCLOSURES					
DMA and Indicators	Report's Section or Link	Identified Omission(s)	Reason(s) for Omission(s)	Explanation for Omission(s)	External Assurance
CATEGORY: ECONOMIC					
MATERIAL ASPECT: ECONOMIC PERFORMANCE					
G4-DMA	1.1 FOURLIS Group profile - Economic Performance 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-EC1	1.1 Fourlis Group Profile - Economic Performance Annual Financial report p. 40, 41, 76, 77, 94, 96, http://www.fourlis.gr/upload/Analyseis/FOURLIS%20Holding%20english%202013.pdf	-	-	-	-
CATEGORY: ENVIRONMENTAL					
MATERIAL ASPECT: MATERIALS					
G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 5.1 Environmental Management 5.2 Materials	-	-	-	-
G4-EN1	5.2 Materials	Information for total materials and whether these materials are renewable or not is not provided	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
MATERIAL ASPECT: ENERGY					
G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 5.1 Environmental Management 5.3 Energy	-	-	-	-
G4-EN3	5.3 Energy	Information is not provided for all Group Subsidiaries	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
MATERIAL ASPECT: WATER					
G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 5.1 Environmental Management 5.4 Water	-	-	-	-
G4-EN8	5.4 Water	Information is not provided for all Group Subsidiaries	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
MATERIAL ASPECT: EMISSIONS					
G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 5.1 Environmental Management 5.3 Energy	-	-	-	-

G4-EN15	5.3 Energy	Information is not provided for all Group Subsidiaries	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
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CATEGORY: SOCIAL

SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK

MATERIAL ASPECT: EMPLOYMENT

G4-DMA	2.1 FOURLIS Group Profile 2.3 Internal Communication 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-LA1	2.2 Merit based Recruitment and Development	Information is not provided by Gender	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
G4-LA2	Benefits provided to permanent employees (that are not provided to temporary employees) for Greece and Cyprus. - Life Insurance - Health care - Disability and invalidity coverage - Group FOURLIS Card - discount card for Group companies	Information is provided for Greece and Cyprus	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-

MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY

G4-DMA	2.5 Health and Safety 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-LA6	2.5 Health and Safety	Information for indicators "Lost day rate" and "Absentee Rate" are provided only for Greece	The information is currently unavailable	Data collection procedures are improving in order for required information to be available in future Reports.	-
G4-LA7	2.5 Health and Safety	-	-	-	-

MATERIAL ASPECT: TRAINING AND EDUCATION

G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 2.2 Merit based Recruitment and Development 2.3 Internal Communication 2.4 Ongoing Training	-	-	-	-
G4-LA11	2.2 Merit based Recruitment and Development	-	-	-	-

MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY

G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 2.2 Merit based Recruitment and Development	-	-	-	-
G4-LA12	2.2 Merit based Recruitment and Development	-	-	-	-

SUB-CATEGORY: HUMAN RIGHTS

MATERIAL ASPECT: HUMAN RIGHTS

G4-DMA	2.1 Human Resources Profile	-	-	-	-
G4-HR12	2.5 Health and Safety	-	-	-	-

SUB-CATEGORY: SOCIETY

MATERIAL ASPECT: LOCAL COMMUNITIES

G4-DMA	4.1 Our Connection with the Society 4.2 Our Actions 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-S01	4.1 Our Connection with the Society	-	-	-	-

SUB-CATEGORY: PRODUCT RESPONSIBILITY

MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY

G4-DMA	3.1 Customers' Health and Safety 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-PR2	3.1 Customers' Health and Safety	-	-	-	-

MATERIAL ASPECT: PRODUCT AND SERVICE LABELING

G4-DMA	1.3 Corporate Responsibility Management - Materiality Analysis 3.2 Customer Care	-	-	-	-
G4-PR5	3.2 Customer Care	-	-	-	-

MATERIAL ASPECT: MARKETING COMMUNICATIONS

G4-DMA	3.3 Products marketing and Promotion 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-PR6	3.4 Product Compliance	-	-	-	-

MATERIAL ASPECT: COMPLIANCE

G4-DMA	3.4 Product Compliance 1.3 Corporate Responsibility Management - Materiality Analysis	-	-	-	-
G4-PR9	3.4 Product Compliance	-	-	-	-



