

# SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY REPORT

**FOURLIS**  
GROUP OF COMPANIES

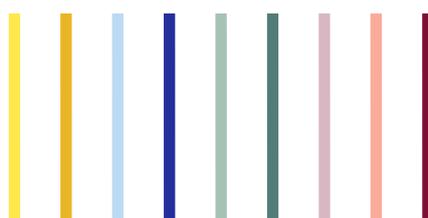


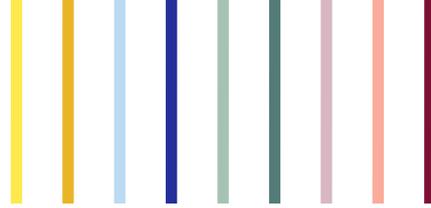
2022

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# CEO MESSAGE

GRI 2-22



We would like to welcome you to the 14<sup>th</sup> Sustainable Development and Social Responsibility Report of FOURLIS Group.

Responsibility, transparency and accountability to our stakeholders, are the pillars on which we build today our common future and, in this context, for yet another year we are preparing this Report, with our main concern to highlight the Group's positive contribution to the UN Sustainable Development Goals. In this year's Report, we incorporate the updated GRI Standards 2021, while aiming to enhance our accountability in the investment world, as a listed company, we have incorporated metrics of the Athens Stock Exchange ESG Reporting Guide 2022.

## Turning sustainable development into an opportunity

Despite the intense challenges of the days, due to the geopolitical instability that characterizes our continent and the consequently volatile economic environment it creates, at FOURLIS Group we have remained committed to making sustainable development an opportunity and continue to contribute to the creation of long-term value for the market, our people, society and the environment. In every aspect of our business, we consider the international and national framework, which is our main guide in managing the Group's sustainable development material topics. From the rapid developments in the European legislative framework in relation to sustainable development to the implementation of the national climate law, our concern and principle is to care today for the future of the next generations.

## The Group's new horizons

2022 was a dynamic year characterized by an overall adjustment in the FOURLIS Group activity areas.

Specifically, the preparation for the listing of TRADE ESTATES on the Athens Stock Exchange continued, the completion of which is scheduled for the fourth quarter of 2023, while at the beginning of 2022 the Group entered one of the fastest growing sectors worldwide, that of health and wellness, through its strategic partnership with HOLLAND & BARRETT, one of the largest retail networks in Europe in this sector. FOURLIS Group's goal is to play a leading role in the industry and intends to develop a network of 120 physical stores in the long term, as well as an online store, which is expected to operate in Greece within 2023.

At the same time, the implementation of investment plans for the renovation of IKEA and INTERSPORT stores continued, with emphasis on the introduction of digital services and solutions in stores, in order to meet the needs and requirements of the modern consumer, while investments of €18 million concerning 2 new logistics centers were completed, with emphasis on the integration of high-tech automated equipment and aiming to strengthen the Group and respond to the new demanding market conditions.





Similarly, the important development program of the IKEA store network in Greece will continue, with the aim of completing the stores in Heraklion-Crete, Patras and Ellinikon, in the coming years.

The Group also disinvested from low-profitability activities by announcing, at the end of 2022, the agreement to sell The Athlete's Foot retail business in Greece and in early 2023, the sale of INTERSPORT's business in Turkey.

## A better life for people and society

As a Group with international activity, we seek direct contact and uninterrupted communication with all our stakeholders, employees, consumers, partners and the wider society. We are proud to have managed to offer more than 4,000 direct jobs and multiple indirect ones and we want all our employees to have equal opportunities and to evolve within our Group companies, according to objective criteria that promote the protection of human rights and the elimination of discrimination in the workplace. We believe that an environment of diversity and respect can help our employees showcase their talents, bring out their best and achieve significant results for both themselves and the Group.

We are committed to offering and supporting the communities in which we operate, as we constitute a part of their daily lives. We implement important programs that improve the daily lives of hundreds of people, while in cases of emergencies, such as the pandemic and the war in Ukraine, we respond immediately by supporting our fellow human beings who were called upon to face difficulties and serious challenges in their lives, so that they can gain hope and live with dignity.

## A sustainable environment for all

Environmental protection, as well as actions for adaptation to climate change and mitigation of its consequences, are a strategic part of all FOURLIS Group operations and business planning. We monitor our impact and focus on programs to reduce energy consumption, install renewable energy systems in our facilities and properly manage waste and materials.

At the same time, we strive to continuously support a sustainable lifestyle, through employee and consumer awareness initiatives, but also through the products offered by our companies that promote sustainability.

We remain committed to the Paris Agreement and the goal of climate change mitigation and adaptation, while complying with the European Taxonomy Regulation and the National Climate Law.

## For our common future

At FOURLIS Group we believe in the harmonious coexistence of a balanced economic development with a sustainable environment and a healthy society. We are grateful for our partners and our Group's valuable human resources, who allowed us not only to achieve our strategic goals and milestones for 2022, but also to set new ambitious goals for the coming years, always with dedication to our timeless values **"Integrity - Respect - Efficiency"**.

**Apostolos Petalas**  
**CEO**  
**FOURLIS Group**

# SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY DIRECTOR MESSAGE

GRI 2-22



In 2022, amidst the negative impacts of the unstable geopolitical chessboard, the crisis of the markets, as well as the adverse conditions created worldwide on an economic, social and environmental level, at FOURLIS Group we continued to operate with our Principles, **Integrity, Respect and Efficiency** as our compass and with the aim of realizing our vision, which is to **create a better world for all**.

To this end, we have implemented actions to support our employees, the society and especially the younger generation, as well as actions to raise awareness among employees and the public for the adoption of a responsible attitude towards life. We have also invested in measures that contribute to environmental protection, in order to increase our positive footprint in the ecosystem where we operate, in particular through electricity savings, the use of renewable energy sources and the efficient use of resources and materials.

Our Group, as an official member of the United Nations Global Compact since 2008, continued to adopt, support, and promote its 10 Principles, while contributing to the UN Sustainable Development Goals achievement through our policies, practices, initiatives and actions.

## For our employees

In 2022, we continued to invest in the training and development of our employees, but also to evolve our human-centered culture, focusing on further enhancing a non-discriminatory work environment, where respect and human dignity are promoted and ensured.

The Group implements codes and policies that aim to maintain high standards of professional ethics and provide equal opportunities to all. In addition, it proceeds with actions aimed at further strengthening its already existing commitment to combating discrimination and promoting equality in the workplace, such as the signing of the Diversity Charter in Greece, since 2021. In 2022, the Group's companies in Bulgaria also signed the Diversity Charter, while in 2023, the Charter will also be signed by the Group's companies in Romania and Cyprus.

Last year, special emphasis was placed on Diversity and Inclusion topics, both by conducting internal survey in order to listen to our people's opinion as well as their expectations on this issue and by carrying out a series of actions for female empowerment. It is worth mentioning that 54% of our Group's workforce are women, while women now constitute 44% of the members of the Board of Directors of the listed company FOURLIS HOLDINGS S.A.





We also continued to focus on our employees' health, safety and well-being. In this context and with the aim of informing employees on health and wellness issues and motivating them to adopt a healthy lifestyle, we implemented for the 12th consecutive year the EF ZIN (WELL-BEING) program, with actions related to healthy nutrition, health and prevention, mental health and exercise.

On Cancer Prevention Day, FOURLIS Group conducted mammogram diagnostics and cardiological examinations for employees at the Group's facilities in Attica region, an action that in 2023 will be extended to employees outside Attica.

Particular emphasis was placed on the protection of mental health of our people and their families. For this purpose, the operation of the 24-hour Counseling Support Line continued, psychology seminars were implemented with a variety of topics, aimed at psychological empowerment, while individual psychological support sessions were implemented remotely, all in collaboration with experienced counselors/psychologists.

## For the new generation

The new generation is the future of the Group, the country, but also our planet. The Group's strategic goal is to design and implement actions aimed at improving the quality of life of children and young people, protecting their health, as well as supporting their right for access and equal opportunities in education.

As part of our Group's Sustainable Development and Social Responsibility strategy, we continued the program "Stations of Joy", through which we support Municipal Nursery Schools and Kindergartens in Greece and Community Kindergartens in Cyprus, offering IKEA products and creating fully new, hospitable and safe spaces for children.

We collaborated with Symplefsi NGO to improve education infrastructure on border islands, offering IKEA products for the Kindergartens of Ereikoussa and Iraklia. We continued our collaboration with the "Make-A-Wish Greece" Organization, for the realization of wishes of children that suffer from serious illnesses, offering furniture, decoration items and other IKEA products, so that 31 children who wished to have a new room, could see their wish come true.

## For our society

Big changes are achieved in small methodical steps. At FOURLIS Group we find it equally important to sensitize and mobilize our employees by encouraging them to be conscious citizens, so that through their actions they can contribute to the creation of a better world. In this context, in 2022, FOURLIS Group employees in Greece, Cyprus, Bulgaria and Romania supported vulnerable social groups, collecting and offering food and necessities to Organizations and Institutions.

As a continuation of the long-term cooperation with the NGO "Boroume", IKEA offered free of charge and on a daily basis, meals that were not provided in the restaurants of its stores in Greece, to Institutions and Organizations for the feeding of our fellow human beings in need. Since the beginning of the partnership in 2012, more than 702,000 portions of food have been offered. A similar action took place in 2022 in Cyprus, where more than 3,100 portions of food were offered to the Pancyprian Association of Single Parent Families and Friends.

Affected by the devastating consequences of the war in Ukraine, we could not stand idly by. We donated children's furniture and toys for the "Blue Dots" points established by UNICEF and UNHCR in 6 Bulgarian cities, as well as donated equipment for the Zanneio Foundation of Ekali and the Reception Facility of the Ministry of Migration and Asylum in Northern Greece. These are places of protection and support for Ukrainian families who fled the country due to the war.



## For our environment

Our planet has recorded 8 warm years in a row, with disasters and extreme weather events affecting both Europe and Greece in 2022, such as the intense fires we experience almost every summer, but also heavy rainfall flooding our cities. We realize that as citizens, and by extension as responsible businesses, we must take immediate action to prevent and adapt to the risks posed by the climate crisis, but also to mitigate them.

At FOURLIS Group we apply practices that focus on improving our environmental footprint by improving the energy efficiency of our buildings and incorporating circular economy practices. As a continuation of these practices, in 2022 we achieved the target to reduce food waste in all IKEA restaurants in Greece, Cyprus and Bulgaria by 50%.

A small milestone of 2022 was the opening of the world's first eco-friendly INTERSPORT store, in the River West shopping center, which is the forerunner for a new store model that has sustainable development as a central pillar. The 100% of the store's metal equipment comes from materials/furniture of old INTERSPORT stores, while the store applies energy saving technologies. Consumers also have the opportunity to get in touch with sustainable collections and products and moreover to contribute to the circular economy by recycling old clothes and footwear in specially designed bins. In this way, we invest in raising awareness among consumers and employees to adopt a responsible lifestyle with a positive impact on the environment.

## For a sustainable world

The Sustainable Development and Social Responsibility Report 2022 is the 14th in the series presented by FOURLIS Group. In the following sections, you will find detailed information about the Sustainable Development and Social Responsibility strategy, but also about the programs we implemented last year and the results we achieved.

We are moving forward dynamically in 2023, considering developments in the field of climate change and Sustainable Development, listening to the needs of our stakeholders in all countries where the Group operates. We see challenges as an opportunity for evolution and we envision a planet that is sustainable, a world that is peaceful, free from inequalities. We continue to operate responsibly, focusing on initiatives and responsible corporate practices that promote well-being for people, society and the planet.

**Lyda Furlis**  
**Sustainable Development and Social Responsibility Director**  
**FOURLIS Group**



At FOURLIS Group we operate with Integrity,  
Respect and Efficiency in order to realize our vision,  
**the creation of a better world for all.**

# 2022 AT A GLANCE





**€0.5 million**

investments  
in Society



**INTERSPORT  
#Womanism**

Continuation of the implementation of the INTERSPORT #Womanism program aiming at female empowerment



**Full  
refurbishment**

of 5 municipal nursery schools and kindergartens throughout Greece and 2 community kindergartens in Cyprus for more than 230 children



**Reduction of  
food waste**

in IKEA restaurants by 26 t, corresponding to 111 t of CO<sub>2</sub>e and 65,055 meals

# AWARDS



**EVENT**  
**HRIMA 2022**  
**Business Awards**

**ORGANIZER**  
Ethos Media

**AWARD CATEGORY**  
Investment Relations

**AWARD**  
**1<sup>ST</sup> PRIZE**

**FOURLIS Group in the first Greek ESG list of the top 100 companies.**



FOURLIS Group emerged as one of the pioneers of Greek business in terms of transparency and publicity in the three pillars of ESG (Environmental, Social & Governance), conquering the Diamond grade, in the first Greek ESG list of the top 100 companies.



**EVENT**  
**PR Awards**

**ORGANIZER**  
Boussias

**AWARD CATEGORY**  
Internal Communications / Employee Engagement

**AWARD**  
Internal communication program implemented on the occasion of Women's Day 2022, titled "We dedicate March to the women of the Group". (FOURLIS Group/ Gravity The Newtons) -  
**BRONZE**

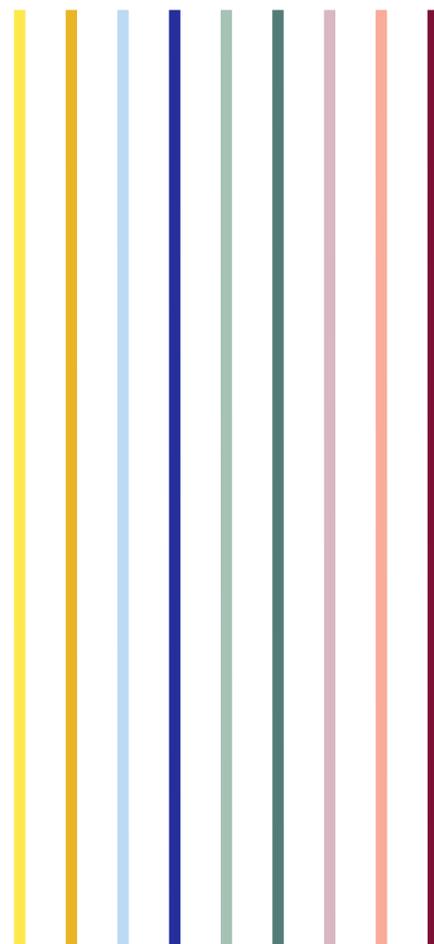


**EVENT**  
**Sports Marketing Awards**

**ORGANIZER**  
Boussias

**AWARD CATEGORY**  
Best Sport Related CSR Campaign/ Activity

**AWARD**  
Lights Off campaign  
**BRONZE**



EVENT  
**E-volution Awards**

ORGANIZER  
Boussias



AWARD CATEGORY  
Best Response to Changing Consumer Needs during the Pandemic

AWARD  
IKEA Live Shopping Events  
**PLATINUM & GOLD**



AWARD CATEGORY  
Best Strategy in Social Media

AWARD  
IKEA Live Shopping Events  
**GOLD**



AWARD CATEGORY  
Content Marketing that Converts

AWARD  
IKEA Live Shopping Events  
**SILVER**



AWARD CATEGORY  
Continuous Optimization

AWARD  
IKEA Greece App  
**GOLD**



AWARD CATEGORY  
Technological Innovation

AWARD  
IKEA Live Shopping Events  
**SILVER**

EVENT  
**INFLUENCER AWARDS**

ORGANIZER  
Boussias



AWARD CATEGORY  
Most Innovative Campaign with Influencers

AWARD  
IKEA Live Shopping Events  
**PLATINUM & GOLD**



AWARD CATEGORY  
Best in Retail

AWARD  
IKEA Live Shopping Events  
**BRONZE**



AWARD CATEGORY  
Best Influencer Marketing for Sales

AWARD  
IKEA Live Shopping Events  
**BRONZE**



AWARD CATEGORY  
Best Use of Instagram for Influencer Marketing

AWARD  
IKEA Live Shopping Events  
**PLATINUM & GOLD**

EVENT  
**GREEN AWARDS**

ORGANIZER  
Boussias



AWARD CATEGORY  
Best Green Kitchen Product

AWARD  
FROJERED - sustainable bamboo kitchen facades  
**SILVER**



AWARD CATEGORY  
Best Green Kitchen Product

AWARD  
KUNGSBACKA - Kitchen facades made of plastic bottles  
**GOLD**



AWARD CATEGORY  
Best Green Food Service

AWARD  
WASTE WATCHER - Food waste recording system  
**GOLD**



AWARD CATEGORY  
Best Green Marketing Campaign

AWARD  
A new, better day starts at home!  
**GOLD**



AWARD CATEGORY  
Best Green Company

AWARD  
IKEA  
**GOLD**

**EVENT**  
**PR AWARDS**

**ORGANIZER**  
Boussias



**AWARD CATEGORY**  
Best in Communications

**AWARD**  
Media Relations – Sustainability press event  
**GOLD**



**AWARD CATEGORY**  
Best in Media & Tools

**AWARD**  
Social Media – Earth Hour  
**SILVER**

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**EVENT**  
**Product of the Year**

**ORGANIZER**  
Papalios



**AWARD CATEGORY**  
Product of the Year 2022

**AWARD**  
STARKVIND – Table with air purifier

**EVENT**  
**Effie Awards**

**ORGANIZER**  
Effie Hellas



**AWARD CATEGORY**  
Business Innovation/ Low Budget

**AWARD**  
Get the Look Bernie Sanders  
**BRONZE**

.....

**EVENT**  
**Retail Business Awards**

**ORGANIZER**  
Direction Business Network



**AWARD CATEGORY**  
Retail Campaign

**AWARD**  
IKEA / OGILVY, A new, better day starts at home  
**SILVER**



**AWARD CATEGORY**  
Best Retailer Marketing Teams Of The Year

**AWARD**  
**SILVER**



**AWARD CATEGORY**  
Best Retailers' Mobile Apps

**AWARD**  
IKEA Greece App  
**SILVER**

**EVENT**  
**Peak Performance Awards**

**ORGANIZER**  
Boussias



**AWARD CATEGORY**  
3.8 Best Use of Video for Performance Purposes

**AWARD**  
How IKEA utilized the potential of video advertising, achieving a YouTube ROAS of >1,800%!

**PLATINUM**



**AWARD CATEGORY**  
3.8 Best Use of Video for Performance Purposes

**AWARD**  
How IKEA utilized the potential of video advertising, achieving a YouTube ROAS of >1,800%!

**GOLD**



**AWARD CATEGORY**  
2.13 Best in Other

**AWARD**  
IKEA's first Sustainability campaign increased online revenue by +49%!

**GOLD**



**AWARD CATEGORY**  
3.1 Best Digital Multi-Channel Campaign

**AWARD**  
How a full funnel IKEA campaign increased online revenue +49%!

**GOLD**

EVENT

**Peak Performance Awards**



AWARD CATEGORY

3.2 Best Omnichannel Campaign (including non-Digital)

AWARD

New generation IKEA store at The Mall Athens

**SILVER**



AWARD CATEGORY

3.7 Best Small Budget Campaign

AWARD

IKEA introduces the new "Live Shopping" experience to the Greek market

**SILVER**



AWARD CATEGORY

1.3 Best Use of Technology

AWARD

IKEA transforms an awareness communication channel into a top sales channel, achieving a YouTube ROAS of >1,800%

**BRONZE**



AWARD CATEGORY

1.2 Most Innovative Campaign

AWARD

IKEA transforms an awareness communication channel into a top sales channel, achieving a YouTube ROAS of >1,800%

**BRONZE**

EVENT

**Peak Performance Awards**



AWARD CATEGORY

3.3 Best Modern Search Campaign

AWARD

IKEA follows Google best practices and maximizes its performance in Paid Search!

**BRONZE**



AWARD CATEGORY

3.9 Best Media Efficiency Strategy

AWARD

IKEA transforms an awareness communication channel into a top sales channel, achieving ROAS>1,800% on YouTube!

**BRONZE**

.....

AWARD

**Protagonists of the Greek Economy 2022**

ORGANIZER

Direction Business Network



AWARD CATEGORY

Industry protagonists

AWARD

Home Furnishings Store HOUSEMARKET SA

EVENT

**E-volution Awards**

ORGANIZER

Boussias



AWARD CATEGORY

Best Overall Digital Marketing Strategy for an e-Business

AWARD

**SILVER**



AWARD CATEGORY

Best in Conversion Rate Optimization

AWARD

**SILVER**



AWARD CATEGORY

Most Innovative New Services in e-Commerce - Other

AWARD

**SILVER**



AWARD CATEGORY

Technological Innovation

AWARD

**BRONZE**



AWARD CATEGORY

International E-Commerce

AWARD

**BRONZE**



**EVENT**  
**Life Footprint Awards 2022**

**ORGANIZER**  
OEB



**AWARD CATEGORY**  
Best Footprint

**AWARD**  
IKEA restaurant

**EVENT**  
**Mother and Baby**

**ORGANIZER**  
Boussias



**AWARD CATEGORY**  
Baby mattress

**AWARD**  
JATTETROTT  
**BRONZE**



**EVENT**  
**CSR Awards**

**ORGANIZER**  
B2B media



**AWARD CATEGORY**  
Corporate Social Responsibility

**AWARD**  
IKEA & UNICEF  
"Pink-shirt day"  
**GOLD**

**EVENT**  
**PR Prize 2022**

**ORGANIZER**  
Bulgarian Society for Public Relations



**AWARD CATEGORY**  
Communication Project in the Public Sector

**AWARD**  
IKEA & UNICEF  
"Pink-shirt day"  
**SILVER**

**EVENT**  
**BAPRA Bright Awards 2022**

**ORGANIZER**  
Bulgarian Association of PR Agencies



**AWARD CATEGORY**  
Communication in the Public Sector and PR Innovation Award

**AWARD**  
IKEA & UNICEF  
"Pink-shirt day"  
**2 SILVER awards**

**EVENT**  
**Green Oscars**

**ORGANIZER**  
B2B media



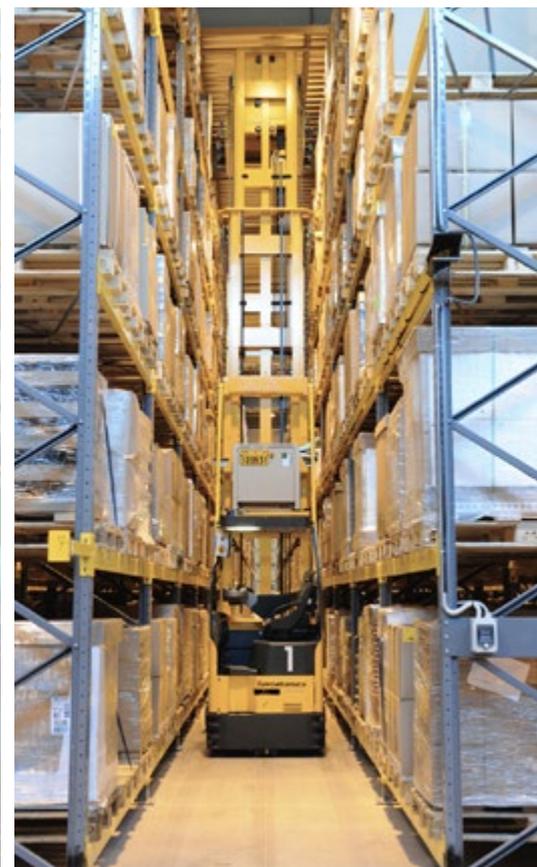
**AWARD CATEGORY**  
Green CSR campaign

**AWARD**  
"Small changes for a better life. Together" campaign  
**GOLD**



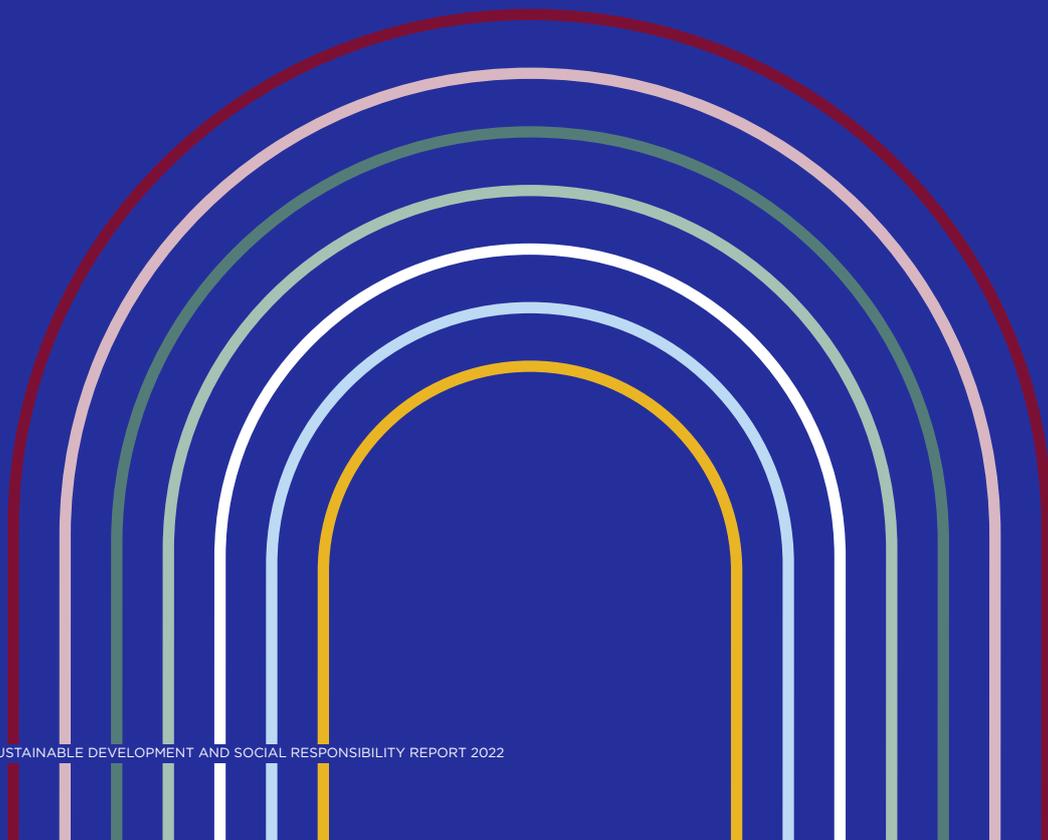
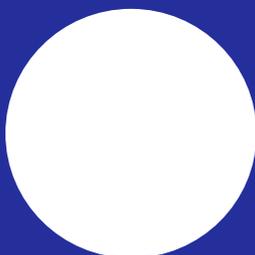
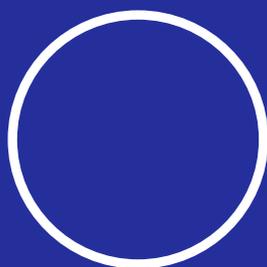
**AWARD CATEGORY**  
Green Innovation

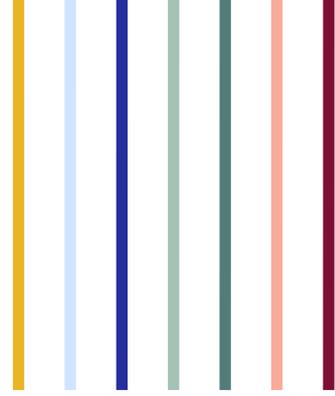
**AWARD**  
Digital transformation of the IKEA catalogue and printed brochures  
**SILVER**



**FOURLIS**  
GROUP OF COMPANIES

# FOURLIS GROUP





**VISION**

PASSION FOR BETTER LIVING!

**VALUES**

INTEGRITY, RESPECT, EFFICIENCY

**MISSION**

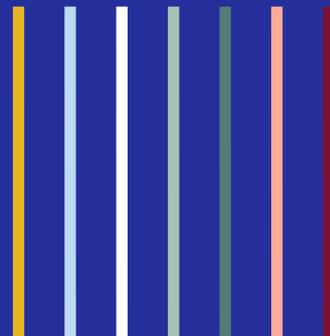
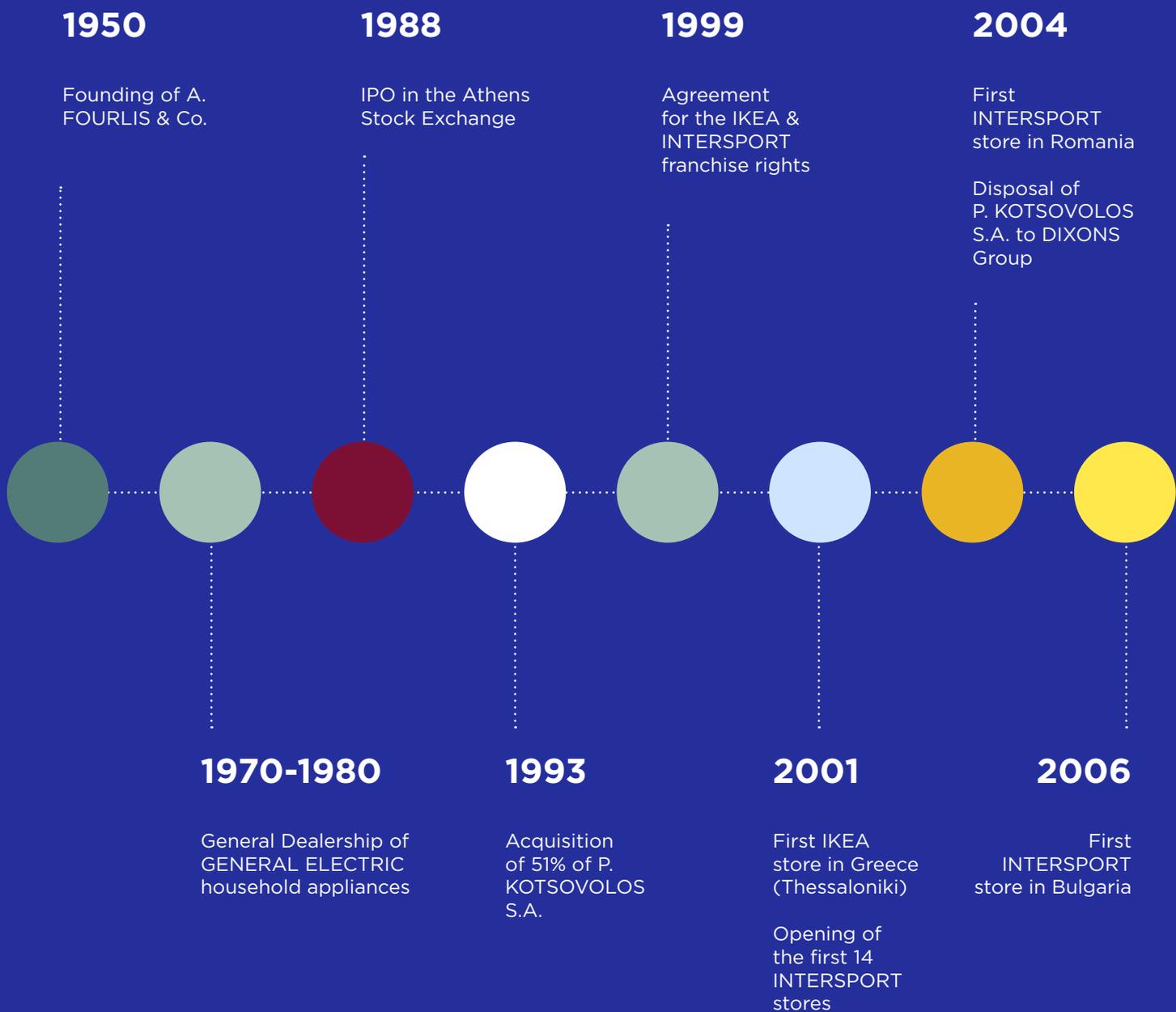
TO CREATE  
SUPERIOR VALUE

for our customers, people,  
shareholders and the society,  
by delivering goods and  
solutions for better living.



# MILESTONES ON GROUP'S HISTORY

GRI 2-1





## 2007

First IKEA store in Cyprus

## 2011

Acquisition of INTERSPORT branch network and franchise rights in Turkey

First IKEA store in Bulgaria

## 2020

First new IKEA concept stores in Piraeus and Varna, Bulgaria

## 2022

Acquisition of franchise rights for Holland & Barrett

New INTERSPORT Logistic Center (TRADE LOGISTICS, Oinofyta, Viotia)

## 2010

Disposal of Samsung Electronics representation for Greece and Romania

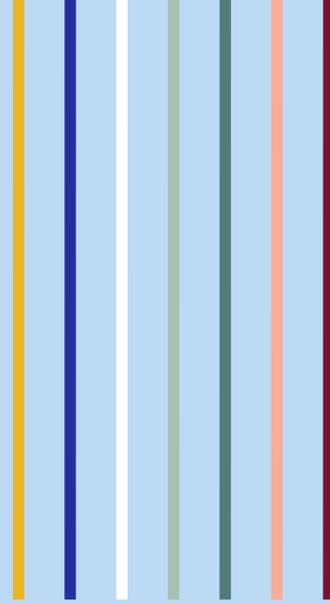
## 2014

Acquisition of The Athlete's Foot franchise rights

Completion of wholesale activity exit

## 2021

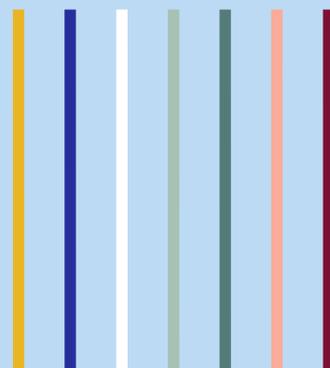
Establishment of the subsidiary TRADE ESTATES REIC



## BUSINESS MODEL

GRI 2-1, GRI 2-2, GRI 2-6

The history of the Group begins in 1950. FOURLIS HOLDINGS S.A. (FOURLIS Group) is the successor of FOURLIS BROS S.A., which was founded by Anastasios, Stylianos, Ioannis and Ilias Furlis. Currently, FOURLIS Group, headquartered at 18-20 Sorou street (Building A), P.O. 15125, Maroussi, is one of the largest retail groups of consumer goods, which operates in Greece, Cyprus, Bulgaria, Romania and Turkey, in the following fields of business activity:



Home Furniture and Household Goods retail sale through IKEA stores in Greece, Cyprus and Bulgaria.

Upon its arrival in Greece, IKEA (HOUSEMARKET S.A.) introduced to the Greek market a new concept which is based on the supply of a wide range of well-designed, functional furniture and household goods at very affordable prices, giving as many people as possible the opportunity to purchase them.



## Greece

---

### 5 IKEA stores

(2 in Athens, 1 in Thessaloniki, 1 in Larissa, 1 in Ioannina)

### 6 IKEA Pick Up and Order Points

(Rhodes, Patra, Chania, Heraklion, Komotini, Kalamata)

### 1 IKEA Small Store

(Piraeus)

### 1 IKEA Shop

(The Mall Athens in Maroussi)

## Cyprus

---

### 1 IKEA Store

(Nicosia)

### 1 Planning Studio Store

(Limassol)

## Bulgaria

---

### 1 IKEA Store

(Sofia)

### 2 Pick Up & Order Points

(Burgas, Plovdiv)

### 1 IKEA Small Store

(Varna)

### 1 IKEA Shop

(Mall shopping center in Sofia)

## (e-commerce)

---

### 3 e-shops

(Greece, Cyprus and Bulgaria)

data as of 31/12/2022



The retail sector of household equipment and furniture (IKEA Stores) also includes real estate investments through the Group's subsidiary under the name TRADE ESTATES REIC, which was established in July 2021, the date on which it acquired through a contribution, properties of the Group of this sector.



TRADE ESTATES headquartered at Sabah Khoury 3, Maroussi, is one of the largest real estate investing companies in Greece and the only one with a specialized investing objective. The company aims at the acquisition and development of retail parks and logistics centers of next generation, following the strongest trend in new retail developments globally, providing consumers with easy, safe and direct access to markets and services. The Company's share capital includes companies of the FOURLIS Group (HOUSEMARKET S.A., HM HOUSEMARKET CYPRUS LIMITED, HOUSEMARKET BULGARIA EAD and TRADE LOGISTICS S.A.), as well as the company AUTOHELLAS SA while its real estate portfolio includes commercial buildings used as IKEA stores (Thessaloniki, Ioannina, Nicosia Cyprus, Sofia Bulgaria), the new Commercial Park of Piraeus Street, the Florida 1 Commercial Park in Thessaloniki, the Commercial Park in Chalandri, as well as the storage and supply chain centers in Oinofyta and Schimatari.

Retail sale of Sports Goods through INTERSPORT stores in Greece, Cyprus, Bulgaria, Romania and Turkey and The Athlete's Foot stores in Greece and Turkey.

INTERSPORT is the No. 1 sportswear chain in the world, with more than 5,400 stores in 40 countries. In Greece, INTERSPORT (INTERSPORT ATHLETICS S.A.) started its dynamic course in September 2000.



The Athlete's Foot is an international brand that started its journey in the U.S.A. in 1971 and offers athletic footwear and apparel that combine fashion and sports style. In 2015, the international chain entered the Greek and Turkish market, with the opening of 2 stores in Greece and 1 in Turkey, by FOURLIS Group.

On 30/12/2022, the sale agreement of the retail activity "The Athlete's Foot (TAF)" in Greece was announced. Also, on 26/1/2023, FOURLIS Group announced the agreement for the sale of "INTERSPORT" business in Turkey.

More information is available on the website [www.fourlis.gr](http://www.fourlis.gr)



## Greece

56 Stores

## Cyprus

7 Stores

## Romania

32 Stores

## Bulgaria

10 Stores

## Turkey

12 Stores

## (e-commerce)

### e-shops

(Greece, Romania, Cyprus, Bulgaria and Turkey)



## Greece

14 Stores

## Turkey

3 Stores

## (e-commerce)

### e-shops

(Greece)

data as of 31/12/2022



## Retail sale of Health and Wellness products

In May 2022, the Group's entry into the fast-growing Health and Wellness products' sector was completed, through the strategic partnership with Holland & Barrett, one of Europe's largest retail networks in the health and wellness industry, with WELLNESS MARKET SA. The cooperation with FOURLIS Group is addressed to the markets of Greece, Romania and Bulgaria, through its Omnichannel strategy. The aim of FOURLIS Group is to play a leading role in the industry and intends to develop over time a network of 120 physical stores which will be developed simultaneously with the Holland & Barrett online store, from 2023.



## Supply Chain Services

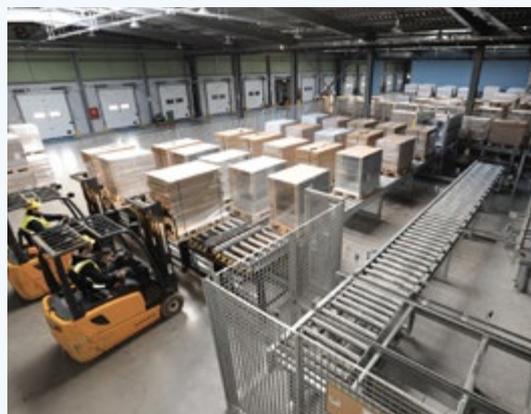
TRADE LOGISTICS located in Schimatari, Viotia, was established in 2008 and operates using modern automation systems for all its activities, which are the following:

### 1. Storage and distribution services for the below stores:

- IKEA in Greece, Cyprus and Bulgaria
- INTERSPORT in Greece, Cyprus, Romania, Bulgaria and Turkey (central warehouse)
- The Athlete's Foot in Greece and Turkey
- Holland & Barrett, in Greece

### 2. Delivery of e-commerce orders directly to customers for:

- IKEA e-shop ([www.ikea.gr](http://www.ikea.gr)) in Greece.
- INTERSPORT e-shop ([www.intersport.gr](http://www.intersport.gr)) in all the Group's countries of operation except for Turkey.



The company, with its specialized and experienced employees, the use of technology and the adoption of innovative methods in the Logistics field, aims at the proper operation of all storage and delivery procedures, as well as at the development of its activities.

In 2022, the operation of the new Logistic Center of Trade Logistics, with an area of 25,000m<sup>2</sup>, began in Oinofyta, Viotia, which is the fully automated sorting, distribution and storage center of INTERSPORT, with innovation at the center.

It is essentially the core of INTERSPORT's customer service system in the 4 European countries in which it operates and serves the needs of both physical stores and e-shops of the company.

This FOURLIS Group initiative is a significant investment, which has a great contribution to the local community and at the same time offers even better results in terms of efficiency and production.

Its operation is expected to give a great boost to INTERSPORT's e-commerce, by minimizing the preparation time for shipping products to consumers in 4 countries.

The Group's parent company, FOURLIS HOLDINGS S.A., activity is the investment in domestic and foreign companies of all types, regardless of their objectives and corporate form.

The Group's scope of work includes the provision of services to companies of all kinds, in the fields of general management, financial management and IT. In order to exploit synergies and for better coordination in decision-making and implementation, the centralization of the Group's support services in Greece was implemented, namely financial planning and controlling services, human resources, IT, corporate governance, treasury management, personal data protection, sustainable development and social responsibility.

# SUPPLY CHAIN

GRI 2-6, GRI 2-23, GRI 2-24, ATHEX ESG METRIC C-S8

The Group's business continuity is critical for the continuous delivery of high-quality services and products. The Group aims to maximize client satisfaction and ensures the development of mechanisms, aimed at identifying and responding to situations that may adversely affect the business continuity of its critical operations.

FOURLIS Group ensures the continuous improvement of its relations with suppliers through the communication of the terms of cooperation and the basic framework of principles and values that should govern the cooperation between them. The cooperation proposals and offers submitted by partners/suppliers are evaluated based on approved (qualitative and quantitative) criteria to ensure that the selected partners/suppliers have the necessary know-how as well as the ability to perform the assigned services, always with integrity, quality and reliability. The Group follows the following Policies and Codes, regarding its partners/suppliers:

- **Supplier Code of Conduct**
- **Due Diligence Policy on suppliers**

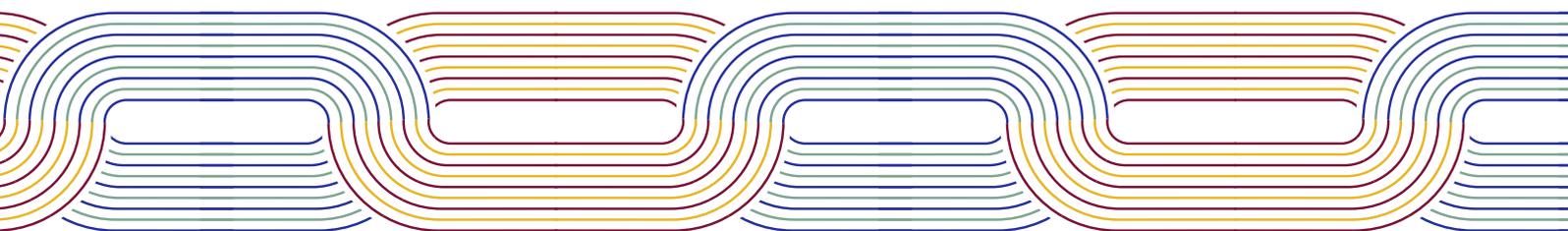
More information on the Supplier Code of Conduct and the Due Diligence Policy on suppliers can be found in the material topic "Business conduct".

The main supply chain services provider for the Group is the subsidiary TRADE LOGISTICS.

The main suppliers' categories with which the Group cooperates are the suppliers of goods and non-goods suppliers.

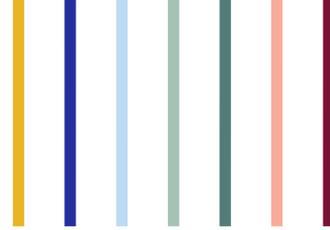
In 2022, FOURLIS Group cooperated in total with more than

**446**  
goods' suppliers\*

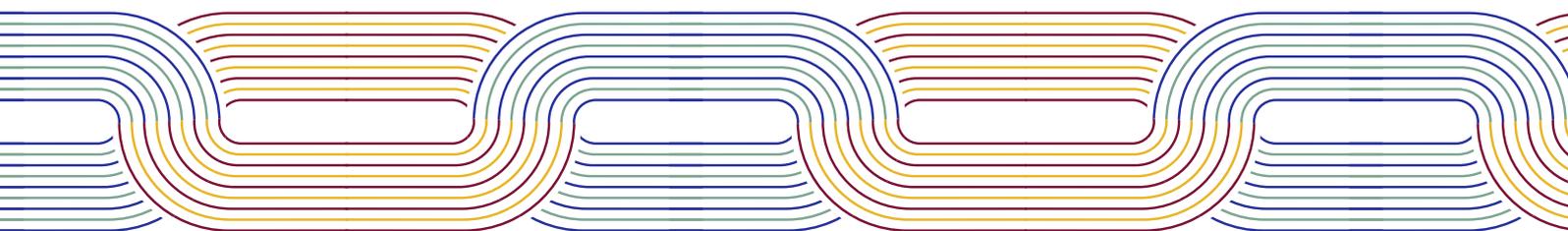


\* Information on non-goods suppliers is not available at the time of publication of this Report.

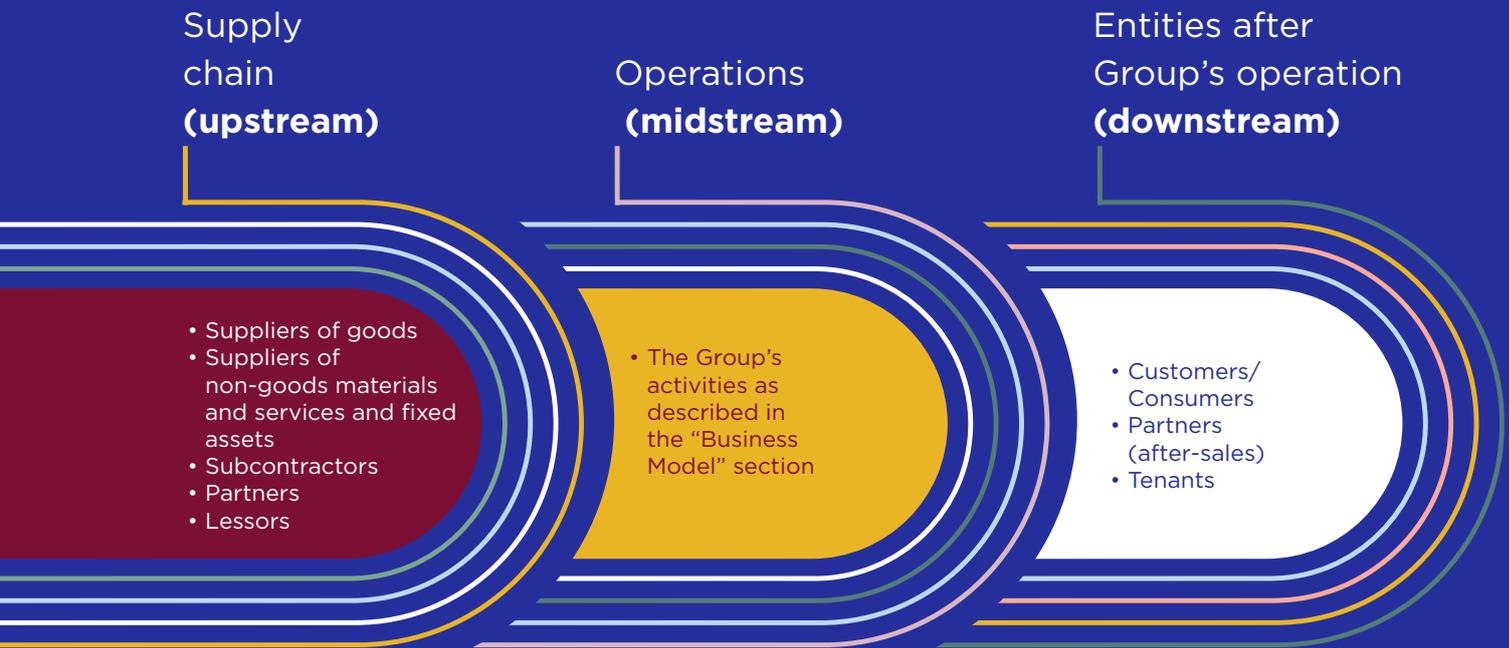




	2022	2021	2020
<b>Percentage of suppliers by country</b>			
<b>Greece</b>			
<b>Domestic</b>	54.97%	51.93%	52.01%
<b>International</b>	45.03%	48.07%	47.99%
<b>Cyprus</b>			
<b>Domestic</b>	72.09%	72.09%	60.87%
<b>International</b>	27.91%	27.91%	39.13%
<b>Bulgaria</b>			
<b>Domestic</b>	70.59%	76.09%	75.56%
<b>International</b>	29.41%	23.91%	24.44%
<b>Romania</b>			
<b>Domestic</b>	70.37%	75.00%	73.53%
<b>International</b>	29.63%	25.00%	26.47%



The following diagram illustrates the value chain for the Group:



## MEMBERSHIPS

GRI 2-28

### United Nations Global Compact

GRI 2-23

Since 2008, FOURLIS Group is an official member of the United Nations Global Compact, the largest international voluntary initiative for responsible business practices. At the same time, the Group is a founding member of the Global Compact Network Hellas (GCNH).

The UN Global Compact consists of 10 Principles that derive from internationally accepted standards pertaining to human rights, labor conditions, fight against corruption and environmental protection. FOURLIS Group is committed to adopt, support and promote these principles through its business operation.

In order to comply with the 10 Principles of the Global Compact, the Group prepares the CEO Statement of Continued Support and the CoP Questionnaire, which are posted on [Homepage | UN Global Compact](#).

Below, additional participations of FOURLIS Group and its companies (FOURLIS HOLDINGS S.A., INTERSPORT ATHLETICS S.A., TRADE LOGISTICS S.A., TRADE ESTATES S.A., HOUSEMARKET S.A., HOLLAND & BARRETT S.A.) are presented:

Association of Chief Executive Officers (A.C.E.O.)

---

Greek People Management Association (G.P.M.A.)

---

Association of Business and Retail Sales of Greece (H.R.B.A.)

---

Union of Listed Companies (U.L.C.)

---

Hellenic Fund and Asset Management Association (Association of Greek Institutional Investors)

---

Athens Chamber of Commerce and Industry (A.C.C.I.)

---

Hellenic Federation of Enterprises (SEV)

---

Hellenic Advertisers Association (SDE)

---

Greek e-Commerce Association (GRECA)

---

Piraeus Chamber of Commerce & Industry (PCCI)

---

Thessaloniki Chamber of Commerce and Industry (TCCI)

---

Hellenic Institute for Logistics Management (iLME)

---

Greek Tourism Confederation (SETE)

---

GS1 Association Greece

---

European Logistics Association (E.L.A.)

---

National Board on Development and Supply Chain Competitiveness (Hellenic Ministry of Development and Investment)

---

Institute of Communication

---

Hellenic-Swedish Chamber of Commerce

---

Achaia Chamber of Commerce and Industry

---

Greek-Turkish Chamber of Commerce

---

UN Global Compact Network Hellas

---

Hellenic Institute of Internal Auditors

---

Association of Sociétés Anonymes and Ltd.

---

IMA Hellenic Association

---

Non-Executive Directors' Club in Greece (NED Club)

---

ISACA Athens Chapter

---

Institute for Diversity and Inclusion

---

In addition:

**TRADE LOGISTICS:**

- Coordinates the National Logistics Committee at the Ministry of Development and Investments.
- Participates in the advisory working group for the formulation and modernizing of the institutional framework of the supply chain.

**INTERSPORT:**

- Participates in the SEV consumer working group.

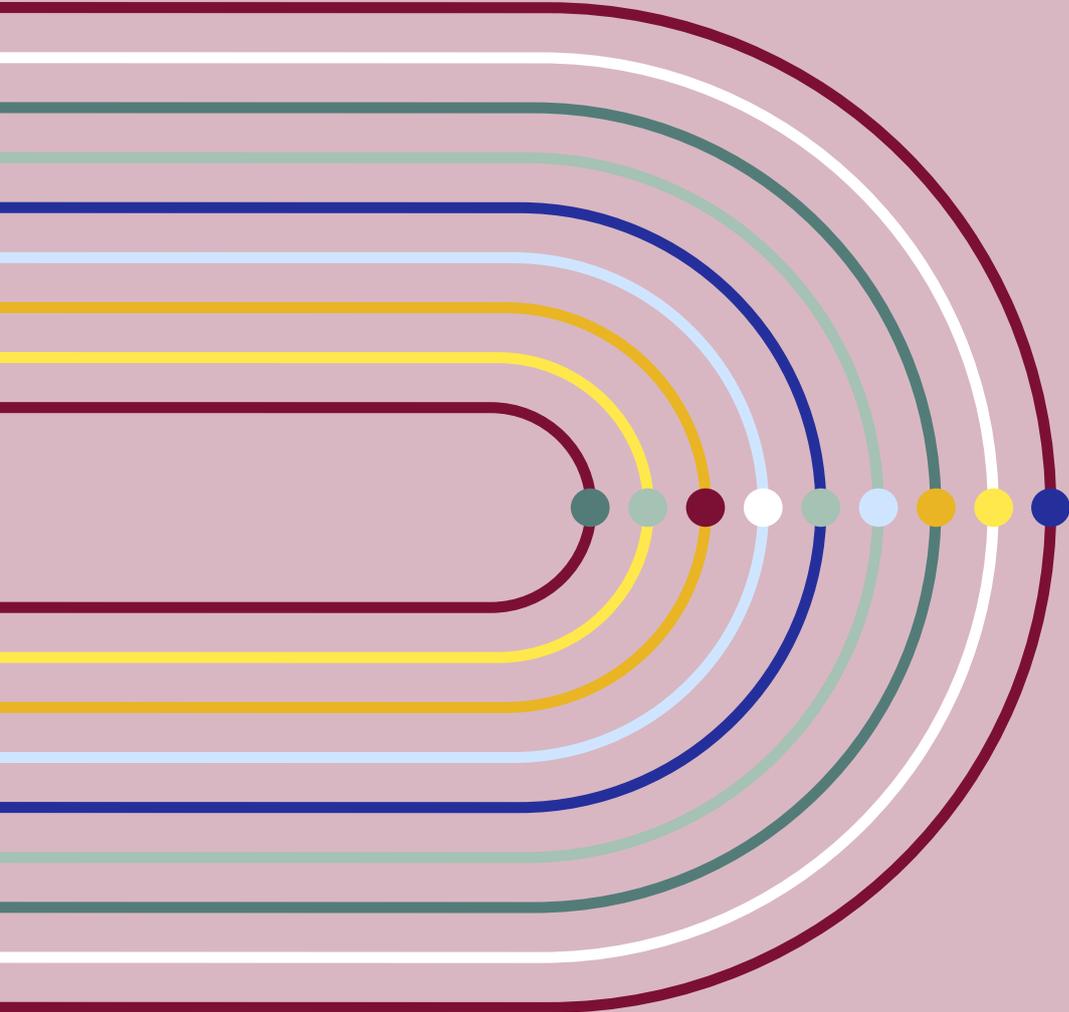
**FOURLIS HOLDINGS S.A.:**

- Participates in the Association of Regulatory Compliance Professionals of Greece.

**TRADE ESTATES:**

- Participates in the Legislative Committee for the reform of the institutional framework of Real Estate Investment Sociétés Anonymes.

# SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY AT THE GROUP





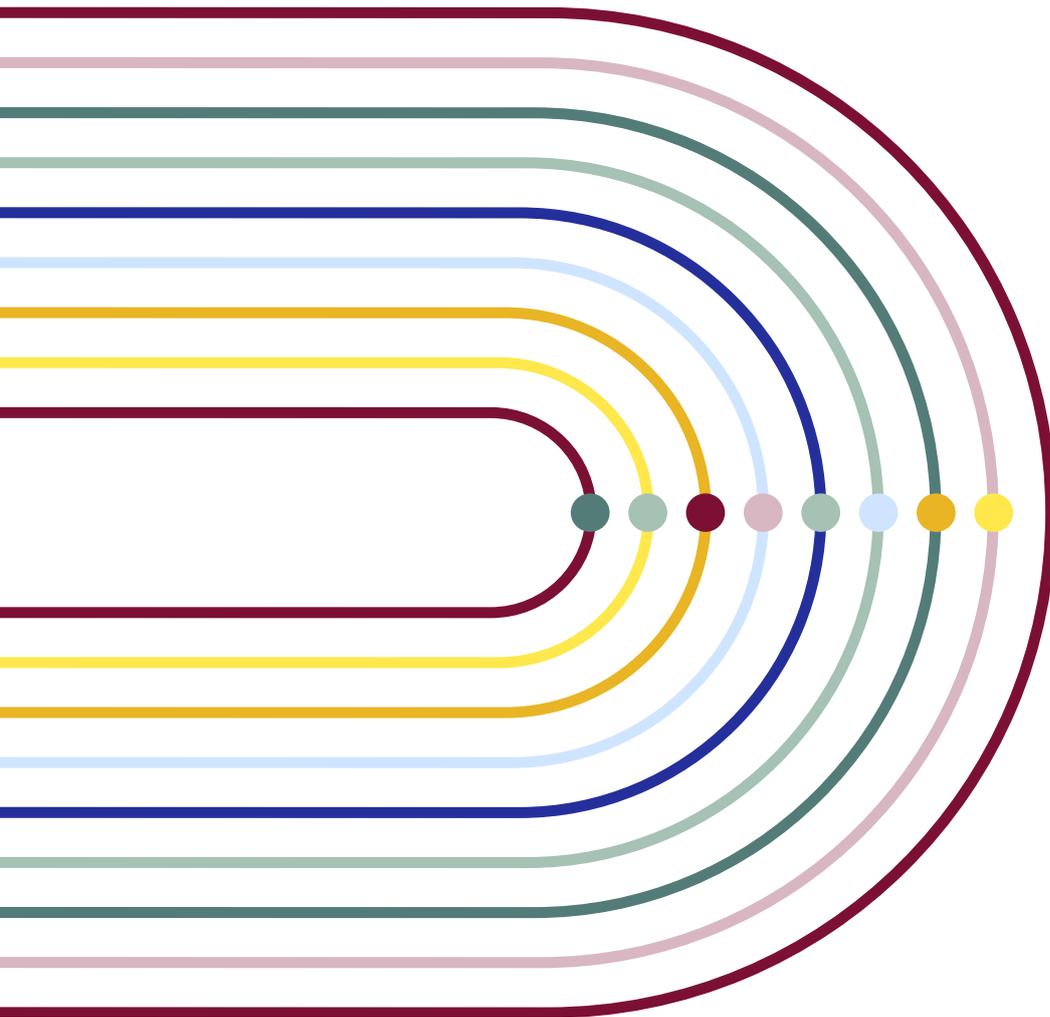
# SUSTAINABLE DEVELOPMENT STRATEGY AND POLICY

GRI 2-2, GRI 2-12, GRI 2-13, ATHEX ESG METRIC C-G4



The Group has a **Sustainable Development Policy** that applies to all its companies and is approved by the Group's Board of Directors. The Group's Sustainable Development and Social Responsibility Division is responsible for the Policy. The Group's Management is committed to the implementation of the Sustainable Development Policy at all levels, companies, sectors and countries of its activity.

The FOURLIS Group Sustainable Development Strategy is based on the Sustainable Development material topics, as they arise through the Materiality Analysis, which is carried out in accordance with the GRI Standards (see p. 39-40).



# SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY DIVISION

GRI 2-2, GRI 2-12, GRI 2-13



The Sustainable Development and Social Responsibility Division was created in 2008, with the aim to coordinate the Group's companies in initiatives and actions in the field of Sustainable Development and Social Responsibility, driven by the Group's Values and Principles. The Division constantly operates and develops, having as main priorities the respect for the Group's People, the support of the Market, the contribution to the Society and the protection of the Environment.

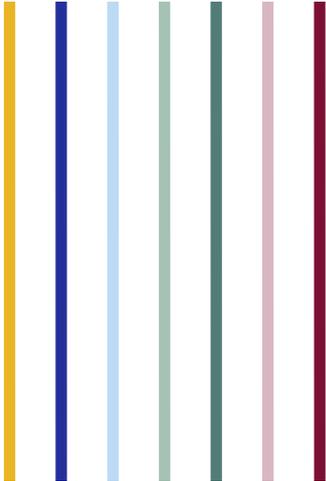
The Sustainable Development and Social Responsibility Division designs the Group's Sustainable Development and Social Responsibility strategy and implements and monitors relevant programs in collaboration with executives of its subsidiaries, who act as coordinators for the issues related to the four above-mentioned axes.

## Sustainable Development Supervision

GRI 2-12, GRI 2-13, ATHEX ESG METRICS C-G2

Sustainable development topics are discussed at least once a year in the Executive Committee, which is attended by executives of the Group's companies as well as by executive members of the BoD, with knowledge on Sustainable Development/ESG topics, who in turn communicate the sustainable development topics to the other members of the BoD, in order and according to the results of the Materiality Analysis, to set priorities and corresponding goals at the meetings of the Board of Directors.

In addition, the Sustainable Development and Social Responsibility Division of FOURLIS Group informs the Audit Committee about the work carried out in the field of Sustainable Development and relevant issues are included in the Committee's Activities Report.

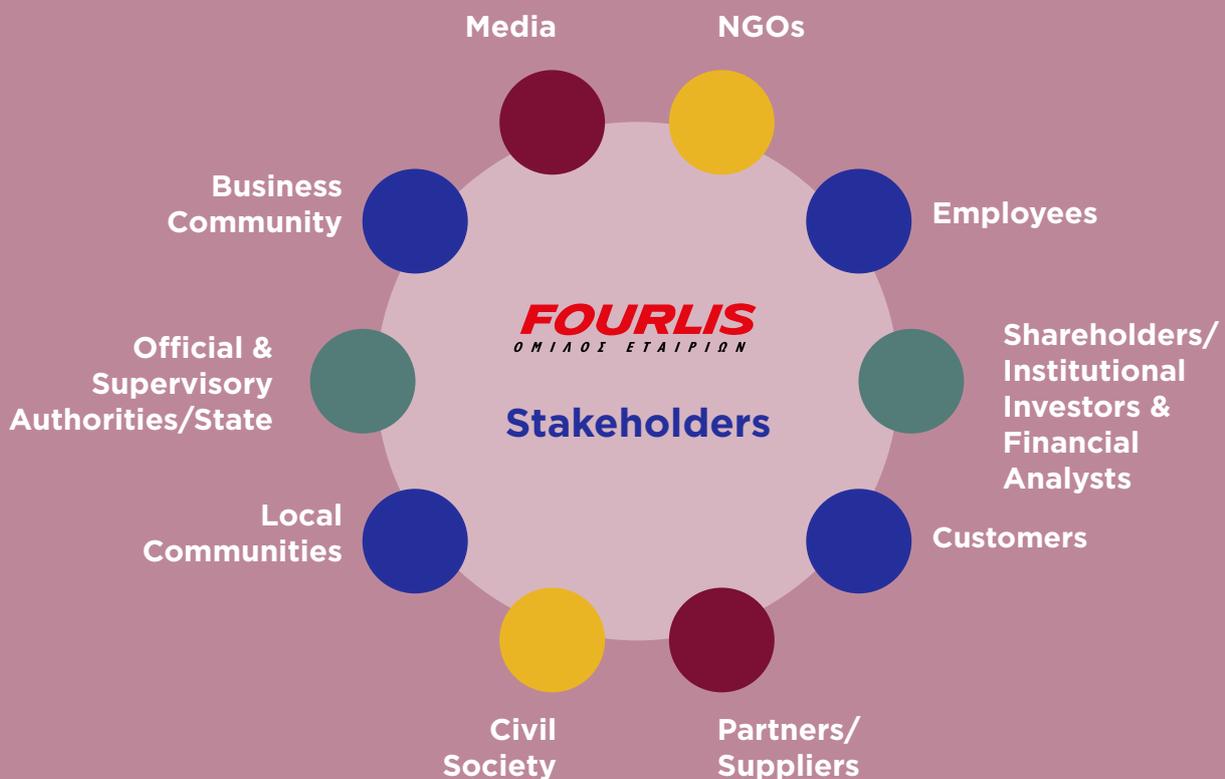


# STAKEHOLDER ENGAGEMENT

GRI 2-29, ATHEX ESG METRIC C-S1



The Group defines as stakeholders the individuals or groups whose interests are affected or could be affected by its activities. The main stakeholder groups of FOURLIS Group are the following:



Having identified and prioritized its stakeholders, the Group invests in a continuous and two-way contact and communication with them, in order to maintain a steady flow of information, from and to the Group, about their requests, concerns and expectations. The role and views of the Group's stakeholders are important in its effort to improve its products and services as well as for its sustainable operation and development. Therefore, discussions are held at Board level regarding the management of these issues as well as the respective targeting setting.



The following table presents the FOURLIS Group stakeholder categories and the practices followed to maintain a balanced and constructive communication with them.

Stakeholder Groups	Communication Methods	Communication Frequency
<b>Employees</b>	Employee Insight Survey	Biennially
	Corporate Events	Annually or on the occasion of a specific event
	Announcement Boards	Continuous
	F2F Mobile application	Continuous
	Workshops organisation	Within the framework of specific actions (e.g., following the Employee Insight Survey)
	Update via e-mails	Continuous
	Update via SMS	Whenever necessary
	360° Evaluation process	Implemented annually (with biennially periodicity per grade)
	Employee Performance and Development Review	Annually
	Meetings	<ul style="list-style-type: none"> <li>• One to One: when a relevant need occurs</li> <li>• Statutory: at intervals specified by each Division/Department based on their needs</li> </ul>
<b>Shareholders/ Institutional Investors &amp; Financial Analysts</b>	General Assembly	Annually
	Announcements	Depending on briefing needs
	Ad hoc communication	Continuous
<b>Customers</b>	Contact and communication within the stores and ad hoc (telephone/emails/website/Apps)	Continuous
	Newsletters dispatch/SMS/ Viber/ Social Media Use	
	Satisfaction Surveys	
	Issuance of digital catalogues and publications	Continuous
<b>Partners/Suppliers</b>	Meetings	Continuous
	Participation in industry associations	According to relevant planning
	Joint programs implementation	According to relevant planning

Stakeholder Groups	Communication Methods	Communication Frequency
<b>Civil Society</b>	Meetings	According to relevant planning
	Active participation in initiatives	Continuous
<b>Local Communities*</b>	Contact with local authorities	Continuous
	Events	According to relevant planning
	Implementation of Social Responsibility programs and actions	Continuous
<b>Official &amp; Supervisory Authorities/State</b>	Discussions/ mailing with national and local Authorities' representatives	Continuous
	Participation in organizations and unions	Continuous
<b>Business Community</b>	Participation in organizations, associations and unions	Continuous
<b>Media</b>	Press Conferences	According to relevant planning
	Dispatch of digital brochures/ Press Kits	Continuous
	Corporate publications	Continuous
	Meetings	Continuous
<b>NGOs</b>	Meetings	Continuous
	Collaborations	Continuous

\* Areas where the Group's companies operate.

# MATERIALITY ANALYSIS

GRI 2-14, GRI 3-1, GRI 3-2, GRI 3-3, ATHEX ESG METRIC C-G3



In the context of continuously improving the Group's approach to Sustainable Development and Social Responsibility topics, FOURLIS Group performed a materiality analysis (during 2023 in the context of 2022 Sustainable Development and Social Responsibility Report) in accordance with the GRI Standards 2021 and prioritized the Group's topics that present the most significant actual and potential positive and negative impacts on the environment, the economy and people.

More specifically, the materiality analysis was carried out through the following four phases:

## Phase 1: Understanding the organization's context

Overview of internal (business model) and external environment (e.g., peer companies): Understanding of the business model, business relationships and the external environment, through documents and available relevant materials' review.

## Phase 2: Identification of impacts

Detection and identification of positive and negative (actual and potential) impacts on the environment, the economy and people: Identification of a list of impacts as a result of Phase 1, but also through the review of Sustainable Development standards, bodies' evaluation criteria and material topics of similar companies.

## Phase 3: Impact assessment

- Creation of a questionnaire and online survey conduct (with the participation of Management representatives):
  - To assess the **actual positive impacts** created by FOURLIS Group, both through its operation (midstream) and through its supply chain (upstream) and its customers, partners (downstream), based on their scale and scope.
  - To assess the **potential positive impacts** that FOURLIS Group may create both through its operation (midstream) and through its supply chain (upstream) and its customers, partners (downstream) based on the scale, scope and likelihood of occurring.
  - To assess the **actual negative impacts** created by FOURLIS Group both through its operation (midstream) and through its supply chain (upstream) and its customers, partners (downstream) based on the criteria of scale, scope and irremediable character.
  - To assess the **potential negative impacts** that FOURLIS Group may create both through its operation (midstream) and through its supply chain (upstream) and its customers, partners (downstream) based on the criteria of scale, scope, irremediable character and likelihood of occurrence.
- Collection and analysis of responses to determine the results of the impact assessment.

## Phase 4: Prioritization of impacts

- Determination of a threshold by the Group's Management, according to which a sustainable development topic is characterized as material (see table below).
- Determination and approval of the results of the impact assessment as well as this Report's content and mapping/grouping of impacts into sustainable development topics.
- Validation of the list of material topics by the Group's Management and determination of the Report's content.

## Identified impacts



During the materiality analysis process, it was identified that the Group's operation creates or is likely to create positive and negative impacts on the environment, the economy and people, as follows:

### Positive impacts

#### ENVIRONMENTAL

CLIMATE STABILITY	AIR POLLUTANTS	QUALITY OF WATER RESOURCES
WATER CONSUMPTION AND USE OF MARINE RESOURCES	RESOURCE INTENCITY	WASTE

#### SOCIAL

DATA PRIVACY	NATURAL DISASTERS	HEALTH AND SAFETY
FOOD	EDUCATION	MOBILITY
INFORMATION	CULTURAL HERITAGE	EMPLOYMENT
WAGES	SOCIAL PROTECTION	AGE DISCRIMINATION
ETHNIC/RACIAL EQUALITY	GENDER EQUALITY	OTHER VULNERABLE GROUPS

#### SOCIO-ECONOMIC

BUSINESS CONDUCT	CIVIL LIBERTIES
INNOVATION FOR BETTER PRODUCTS AND SERVICES	SOCIO-ECONOMIC CONVERGENCE

### Negative impacts

#### ENVIRONMENTAL

CLIMATE STABILITY	AIR POLLUTANTS	WATER CONSUMPTION AND USE OF MARINE RESOURCES
RESOURCE INTENCITY	WASTE	

#### SOCIO-ECONOMIC

BUSINESS CONDUCT
------------------

# MATERIAL TOPICS

GRI 3-2, GRI 3-3, ATHEX ESG C-G3

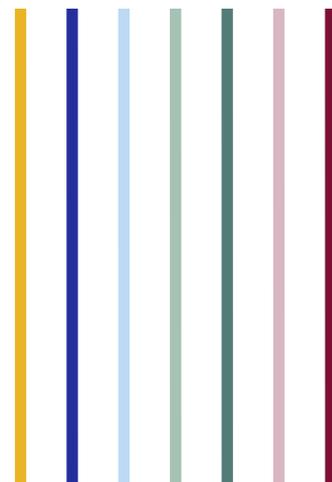


Based on the results of the impact assessment, the grouping of impacts on topics and the threshold set by the Management, the material topics that are included in this Report are:

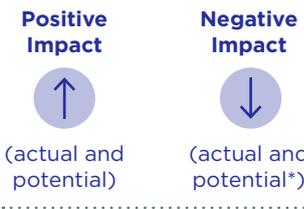


Compared to 2021, “Climate stability”, “Air pollutants”, “Resource intensity”, “Waste” and “Education” emerged as new material topics.

The following tables present, for each material topic, the impact category (environmental, social, socio-economic), the material topic, the type of impact (positive, negative, actual or/and potential) created by the Group, as well as the connection of each material topic/impact with the United Nations Sustainable Development Goals (UN SDGs).



Impact category  
**ENVIRONMENTAL**



**UN Sustainable Development Goals**



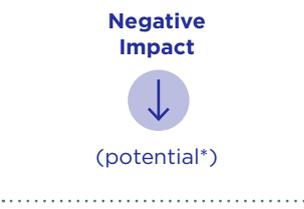
The Group creates positive impacts through business initiatives that reduce energy consumption and improve energy efficiency (e.g. energy saving programs, installation of photovoltaic systems), through offering products and implementing public awareness informative actions on products that contribute in energy saving (e.g. LED bulbs) and contribute in tackling climate change. However, negative impacts may also occur through products/services and internal operations that contribute to the release of emissions as direct contributors to climate change.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Shareholders/Institutional Investors
- Customers
- Suppliers/Partners
- Civil Society
- Local Communities
- Official & Supervisory Authorities/State
- Business Community
- NGOs

**More information is available on pages 118-126.**

Impact category  
**ENVIRONMENTAL**



**UN Sustainable Development Goals**



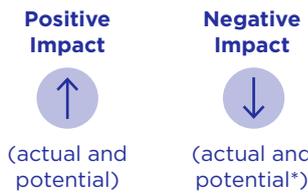
The Group creates positive impacts through business initiatives that reduce and/or eliminate air pollutants (e.g., use of company electric-hybrid cars), but also negative impacts through products/services and business initiatives that create/contribute to the increase of air pollutants.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Shareholders/Institutional Investors
- Customers
- Suppliers/Partners
- Civil Society
- Local Communities
- Official & Supervisory Authorities/State
- Business Community
- NGOs

**More information is available on pages 118-126.**

Impact category  
**ENVIRONMENTAL**



UN Sustainable Development Goals



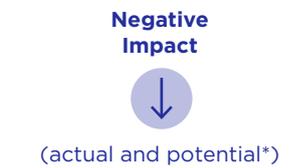
The Group creates positive impacts through the provision of products (e.g., IKEA & INTERSPORT products that contribute to a sustainable lifestyle) and business initiatives that increase the use of renewable, reusable or recycled materials (e.g., use of paper bags in stores, elimination of plastics in IKEA restaurants). However, it also causes negative impacts through specific products/services and internal operations that result in reduced use of renewable, reusable, or recycled materials.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Customers
- Suppliers/Partners

**More information is available on pages 130-135.**

Impact category  
**ENVIRONMENTAL**



UN Sustainable Development Goals



The Group creates positive impacts through the provision of products (e.g., products from recycled and recyclable materials) and business initiatives that increase the amount of waste diverted from final disposal and increase the circularity of materials (e.g., recycling). However, the Group also creates negative impacts through products/services and business initiatives that do not increase the amount of waste diverted from final disposal and do not contribute to the circularity of materials.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Customers
- Suppliers/Partners
- Local Communities
- Official & Supervisory Authorities/State

**More information is available on pages 130-135.**

\*FOURLIS Group is likely to cause or contribute to the negative impacts through its activities, and/or the impacts are or are likely to be directly related to its operations and/or products and services through its business relationships, even if the Group has not directly contributed to them.

Impact category

SOCIAL



Material Topic

DATA  
PRIVACY

Positive  
Impact



(actual)

The Group creates positive impacts through business initiatives and policies/procedures (e.g., relevant terms in contracts with suppliers, information to customers on GDPR issues through companies' websites) that strengthen and ensure stakeholders' right to privacy.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Shareholders/Institutional Investors
- Customers
- Suppliers/Partners
- Official & Supervisory Authorities/State

UN Sustainable Development Goals



More information is available on page 109.



Impact category

SOCIAL



Material Topic

EMPLOYMENT

Positive  
Impact



(actual and potential)

The Group makes a positive contribution to the economies and societies in which it operates, due to the creation and maintenance of employment, as well as business initiatives, policies and procedures throughout the value chain (e.g., Human Rights Policy, Supplier Code of Conduct), which improve stakeholder access to productive work which is characterized by freedom, equality, security and human dignity.

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Customers
- Suppliers/Partners
- Local Communities
- Official & Supervisory Authorities/State

UN Sustainable Development Goals



More information is available on pages 49-63.



Impact category

SOCIAL



Material Topic  
HEALTH AND SAFETY

The Group creates positive impacts through the implementation of the legislative framework and compliance with voluntary codes on health and safety impact issues of products and through the implementation of a Health and Safety Policy in all Group facilities.

Positive Impact



(actual and potential)

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Customers
- Suppliers/Partners
- Official & Supervisory Authorities/State

**More information is available on pages 64-73.**

UN Sustainable Development Goals



Impact category

SOCIAL



Material Topic  
EDUCATION

Education is also an important material topic since the Group, through its business initiatives (e.g., training programs for employees) and social contribution initiatives (e.g., IKEA Stations of Joy program) improves stakeholder access to quality education and lifelong learning opportunities.

Positive Impact



(actual)

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Customers
- Suppliers/Partners
- Local Communities

**More information is available on pages 74-79.**

UN Sustainable Development Goals



Impact category

## SOCIO-ECONOMIC



Positive Impact



(potential\*)

UN Sustainable Development Goals



The Group creates positive impacts through business initiatives/practices/policies that contribute to ensuring business conduct and integrity (e.g., Code of Conduct, Code of Conduct Line/Whistleblowing system, Charter of Operations, Conflict of Interest Policy, Corporate Governance Code, etc).

Stakeholders whose interests are or may be affected by the impacts of the topic:

- Employees
- Shareholders/Institutional Investors
- Customers
- Suppliers/Partners
- Local Communities
- Official & Supervisory Authorities/State
- Business Community
- NGOs

**More information is available on pages 97-108.**



Placing Sustainable Development at the heart of its operation, the Group makes continuous efforts to enhance its positive impacts on the environment, the economy and people as well as to prevent or reduce negative impacts.

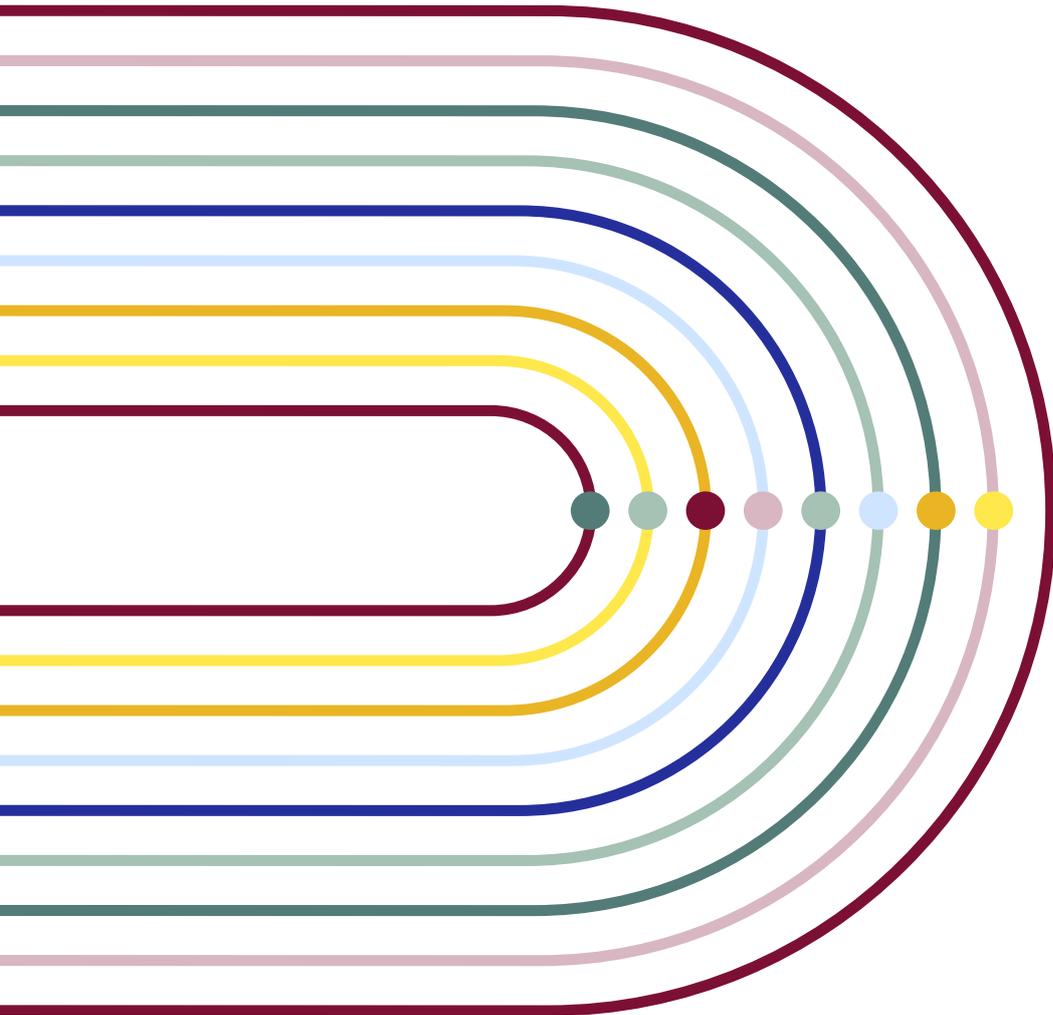
Actions to mitigate and address actual and potential negative impacts, as well as actions to reinforce actual and potential positive impacts on the above material topics, are described in more detail in the following chapters.

# SUSTAINABLE DEVELOPMENT/ESG GOALS

ATHEX ESG METRIC A-G3



Following the completion of the materiality analysis process for 2022, the Group is in the process of establishing new Sustainable Development/ESG targets, which will be published separately on the Group's website [fourlis.gr](https://www.fourlis.gr) within 2023.





FOR OUR  
PEOPLE

# EMPLOYMENT

 MATERIAL TOPIC



## Management approach

GRI 3-3

FOURLIS Group is its People, all those who daily support its operations. At FOURLIS Group, the creation and safeguarding of job positions, occupational health and safety conditions, meritocracy and personal development, respect for human rights, as well as the provision of equal opportunities for all in relation to training, assessment, development and reward, constitute the focus of the Group's philosophy and practices.

FOURLIS Group aims at creating new job positions through the development of its activities in Greece and abroad. By doing so, the Group strengthens local communities and stimulates the national economies in the countries where it operates.

The Group's approach to employment and relations with its employees directly affect their performance, turnover and development, while they constitute important issues for its long-term sustainable development.

The following are the core axes of the Open Resourcing Policy, regarding staff recruitment and the professional development of the Group's human resources:



The common recruiting assessment criteria at all Group's companies, to ensure equal opportunities and combat discrimination.



The provision of equal opportunities for development through internal mobility and promotion processes to all Group employees.



The compensation and benefits policy that is based on the Group's financial results, on employees' performance appraisal that takes place on an annual basis and on the trends of the market regarding remunerations.



The maintenance of gender balance, nationality, religion, political or other characteristics, as well as disability, sexual orientation etc., in the selection and development processes of the Group's employees, as well as in the compensation and benefits policies.



In cases where any of the companies have new job openings, these are readily covered either by internal employee transfers/promotions (through the Open Resourcing policy), or by a direct proposal to an employee for a repositioning/promotion (for Executives) or by a new hire.

Specifically, the Open Resourcing Policy implemented by the Group, ensures that all job openings are firstly announced to the Group’s employees, who have the opportunity to apply and participate, with priority, in the assessment and selection process.

Regarding new hires, FOURLIS Group also helps young people take their first professional steps and gain working experience through their participation in the paid employment program for young people called “ReGeneration” and through the Group’s close cooperation with Universities, Private Institutions and Organizations such as the Athens University of Economics and Business and the Deree College.



GRI 2-7

## Total number of employees by location and gender

### FOURLIS Group

● Women ■ Men ▲ Other ▬ Not disclosed

Countries	2022					2021					2020				
	●	■	▲	▬	Total	●	■	▲	▬	Total	●	■	▲	▬	Total
Greece	1,420	1,159	0	0	<b>2,579</b>	1,348	1,168	0	0	<b>2,516</b>	1,329	1,163	0	0	<b>2,492</b>
Cyprus	181	188	0	0	<b>369</b>	166	188	0	0	<b>354</b>	182	197	0	0	<b>379</b>
Romania	251	210	0	0	<b>461</b>	245	205	0	0	<b>450</b>	246	212	0	0	<b>458</b>
Bulgaria	321	225	0	0	<b>546</b>	323	207	0	0	<b>530</b>	335	210	0	0	<b>545</b>
Turkey	62	99	0	0	<b>161</b>	62	98	0	0	<b>160</b>	99	132	0	0	<b>231</b>
<b>Total</b>	<b>2,235</b>	<b>1,881</b>	<b>0</b>	<b>0</b>	<b>4,116</b>	<b>2,144</b>	<b>1,866</b>	<b>0</b>	<b>0</b>	<b>4,010</b>	<b>2,191</b>	<b>1,914</b>	<b>0</b>	<b>0</b>	<b>4,105</b>

The number of employees is defined as the number of individuals (calculated using the headcount methodology) as at 31/12/2020, 31/12/2021 and 31/12/2022 respectively. As “employees” are defined those directly employed by the Group. Additionally, there are no fluctuations in the number of the Group employees, such as seasonal fluctuations.



### GREECE

● Women ■ Men ▲ Other ▬ Not disclosed

	2022					2021					2020				
	●	■	▲	▬	Total	●	■	▲	▬	Total	●	■	▲	▬	Total
Number of permanent employees	1,350	1,084	0	0	<b>2,434</b>	1,218	1,026	0	0	<b>2,244</b>	1,235	1,072	0	0	<b>2,307</b>
Number of temporary employees	70	75	0	0	<b>145</b>	130	142	0	0	<b>272</b>	94	91	0	0	<b>185</b>
Number of non-guaranteed hours employees	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>
<b>Total</b>	<b>1,420</b>	<b>1,159</b>	<b>0</b>	<b>0</b>	<b>2,579</b>	<b>1,348</b>	<b>1,168</b>	<b>0</b>	<b>0</b>	<b>2,516</b>	<b>1,329</b>	<b>1,163</b>	<b>0</b>	<b>0</b>	<b>2,492</b>
Number of full-time employees	644	751	0	0	<b>1,395</b>	544	759	0	0	<b>1,303</b>	539	780	0	0	<b>1,319</b>
Number of part-time employees	776	408	0	0	<b>1,184</b>	804	409	0	0	<b>1,213</b>	790	383	0	0	<b>1,173</b>
<b>Total</b>	<b>1,420</b>	<b>1,159</b>	<b>0</b>	<b>0</b>	<b>2,579</b>	<b>1,348</b>	<b>1,168</b>	<b>0</b>	<b>0</b>	<b>2,516</b>	<b>1,329</b>	<b>1,163</b>	<b>0</b>	<b>0</b>	<b>2,492</b>



## CYPRUS

● Women ■ Men ▲ Other ■ Not disclosed

	2022					2021					2020				
	●	■	▲	■	Total	●	■	▲	■	Total	●	■	▲	■	Total
Number of permanent employees	181	187	0	0	<b>368</b>	165	187	0	0	<b>352</b>	182	197	0	0	<b>379</b>
Number of temporary employees	0	1	0	0	<b>1</b>	1	1	0	0	<b>2</b>	0	0	0	0	<b>0</b>
Number of non-guaranteed hours employees	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>
<b>Total</b>	<b>181</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>369</b>	<b>166</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>354</b>	<b>182</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>379</b>
Number of full-time employees	90	114	0	0	<b>204</b>	79	109	0	0	<b>188</b>	82	95	0	0	<b>177</b>
Number of part-time employees	91	74	0	0	<b>165</b>	87	79	0	0	<b>166</b>	100	102	0	0	<b>202</b>
<b>Total</b>	<b>181</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>369</b>	<b>166</b>	<b>188</b>	<b>0</b>	<b>0</b>	<b>354</b>	<b>182</b>	<b>197</b>	<b>0</b>	<b>0</b>	<b>379</b>



## ROMANIA

● Women ■ Men ▲ Other ■ Not disclosed

	2022					2021					2020				
	●	■	▲	■	Total	●	■	▲	■	Total	●	■	▲	■	Total
Number of permanent employees	221	174	0	0	<b>395</b>	207	165	0	0	<b>372</b>	198	170	0	0	<b>368</b>
Number of temporary employees	30	36	0	0	<b>66</b>	38	40	0	0	<b>78</b>	48	42	0	0	<b>90</b>
Number of non-guaranteed hours employees	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>	0	0	0	0	<b>0</b>
<b>Total</b>	<b>251</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>461</b>	<b>245</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>246</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>458</b>
Number of full-time employees	201	181	0	0	<b>382</b>	184	180	0	0	<b>364</b>	193	188	0	0	<b>381</b>
Number of part-time employees	50	29	0	0	<b>79</b>	61	25	0	0	<b>86</b>	53	24	0	0	<b>77</b>
<b>Total</b>	<b>251</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>461</b>	<b>245</b>	<b>205</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>246</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>458</b>



## BULGARIA

● Women ■ Men ▲ Other ▬ Not disclosed

	2022					2021					2020				
	●	■	▲	▬	Total	●	■	▲	▬	Total	●	■	▲	▬	Total
Number of permanent employees	316	225	0	0	541	316	200	0	0	516	327	201	0	0	528
Number of temporary employees	5	0	0	0	5	7	7	0	0	14	8	9	0	0	17
Number of non-guaranteed hours employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>321</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>546</b>	<b>323</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>335</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>545</b>
Number of full-time employees	262	163	0	0	425	255	159	0	0	414	249	167	0	0	416
Number of part-time employees	59	62	0	0	121	68	48	0	0	116	86	43	0	0	129
<b>Total</b>	<b>321</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>546</b>	<b>323</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>530</b>	<b>335</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>545</b>



## TURKEY

● Women ■ Men ▲ Other ▬ Not disclosed

	2022					2021					2020				
	●	■	▲	▬	Total	●	■	▲	▬	Total	●	■	▲	▬	Total
Number of permanent employees	38	67	0	0	105	62	98	0	0	160	94	128	0	0	222
Number of temporary employees	24	32	0	0	56	0	0	0	0	0	5	4	0	0	9
Number of non-guaranteed hours employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>62</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>161</b>	<b>62</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>99</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>231</b>
Number of full-time employees	41	64	0	0	105	42	72	0	0	114	58	95	0	0	153
Number of part-time employees	21	35	0	0	56	20	26	0	0	46	41	37	0	0	78
<b>Total</b>	<b>62</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>161</b>	<b>62</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>160</b>	<b>99</b>	<b>132</b>	<b>0</b>	<b>0</b>	<b>231</b>

## Internal Communication

For FOURLIS Group, internal communication constitutes a priority for the organization's smooth operation. For this reason, the Group informs and engages its employees in its initiatives, while at the same time it provides them the opportunity to communicate with each other.

The management of the internal communication is achieved through several activities and tools such as:



The F2F (Friend to Friend), an interactive and user-friendly tool, that was created in 2018, exclusively for the Group's employees. It is a mobile application (social network) available in 5 languages, via which employees can browse all Group's sites, attend training programs of their interest, communicate with all colleagues in real time -as text can be automatically translated- as well as choose to stay informed on matters that concern them. Every year, F2F is enriched with new features, such as the "Open Resourcing" and "My Library" modules, which include policies and procedures concerning employees, training material, manuals for the use of internal applications. Through F2F, employees also can apply for annual leaves and certificates from the Human Resources Division, review their assessments, etc.

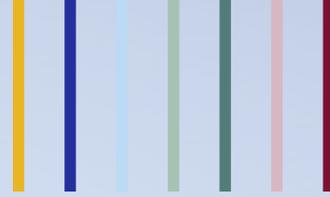


With the primary aim to enhance satisfaction and commitment of the Group's Human Resources, all employees are invited, every 2 years, to participate anonymously in the "Employee Insight Survey" under the slogan "Your opinion counts!", and to express their views on issues pertaining to management, communication, organization, cooperation, training and development, work environment, remuneration, etc. Through the survey's results and following relevant workshops carried out with the voluntary participation of employees, areas for action are highlighted and respective actions are planned.

Following the "Employee Insight Survey" conducted in 2021, the Group processed the employees' proposals gathered and will proceed to the planning and implementation of actions, focusing on the following categories:

- Work-life balance
- Training & Development
- Communication & Collaboration





## Other actions for our people

### Institutions for employees' recognition of contribution and reward

FOURLIS Group, in the context of a healthy relationship with its Human Resources, considers a moral duty to reward its people for their commitment and their contribution to the Group's development, while also to support them and their families. In this context, the Group implements the programs that are presented below.



#### Years In Service Award

Through this program, employees who have contributed for numerous years to the achievement of the Group's objectives are rewarded (10, 20 and 30 years of recognition and contribution). In 2022, the long-term contribution of a total of 74 employees and namely 45 employees in Greece, 7 in Cyprus, 14 in Romania, 6 in Bulgaria and 2 in Turkey was recognized.



#### We Say BRAVO

"We say BRAVO" program aims to highlight and award those employees who, through certain behaviors, stand out for their professionalism and distinct contribution, always in alignment with the Group's Values and Mission. It is worth mentioning that through this process, employees themselves distinguish and reward their colleagues for similar behaviors. In 2022, through this program, a total of 38 employees were awarded, of which 23 in Greece, 6 in Cyprus, 6 in Bulgaria and 3 in Romania.



#### Awarding Honor Students

At FOURLIS Group, employees' children are annually rewarded, either for being honored students, or for their successful admission to universities. In 2022, a total of 131 students were awarded, namely 76 students in Greece, 6 in Cyprus, 31 in Bulgaria and 18 in Romania.





## Group Employees' Children Acquiring Work Experience During Summer

Since 2017, FOURLIS Group implements the “Group employees’ children acquiring work experience during summer” program, which aims to give employees’ children the opportunity to gain work experience and to familiarize themselves with the work environment. Teenagers, aged 15-18 in Greece and 16-18 abroad, participate in the program and are hired by FOURLIS Group’s companies in accordance with each country’s labor laws. The program is implemented only during summer and the children are employed for two weeks. In 2022, a total of 46 children were employed, 41 in Greece, 2 in Cyprus and 3 in Bulgaria.



## Scholarship Program

Recognizing the value and importance of education for young people and everyone’s right for equal opportunities, a program called “I Study with a Scholarship” is implemented at FOURLIS Group. This program aims to support employees’ children who study in public Universities and whose families face difficulties in supporting the academic expenses. The program, which is implemented since 2013 in the Group’s companies in Greece and Cyprus, in 2019 was extended for IKEA employees in Bulgaria, while in 2021 it was inaugurated for employees in Romania. The scholarship program is announced every September and lasts from September to June. For the academic year 2022-2023, the Group provided 5 scholarships in Greece, 1 in Cyprus, 2 in Bulgaria and 1 in Romania, worth €3,000 each.



## Lending library for FOURLIS Group employees

Since 2019, lending libraries operate at the Group’s companies’ premises in Greece, aiming to promote reading. In this context, lending libraries operate at the Group’s headquarters, at TRADE LOGISTICS premises in Schimatari, as well as at the 5 IKEA stores in Greece (Airport, Egaleo, Thessaloniki, Ioannina and Larissa). The Libraries offer a wide range of books of different categories, to meet the various employees’ preferences.



## “INVESTORS IN PEOPLE” certification

In 2021, FOURLIS HOLDINGS S.A. was certified, for a 3rd consecutive time, with the internationally recognized standard, “INVESTORS IN PEOPLE” (IIP), climbing a “step” in the recognition scale and acquiring the Silver certification. The “INVESTORS IN PEOPLE” certification, which will be valid for the next 3 years, is a tool that helps businesses and organizations improve their performance in achieving their business objectives through Human Resources management and development.



It consists of 4 phases (in chronological order):

- **Diagnosis:** During this phase, a discussion is held with an IIP representative regarding the organization’s ambitions and objectives, as well as the way it operates (policies, procedures).
- **Online Assessment:** Employees complete a short electronic questionnaire.
- **Employees’ interviews and observation:** In this phase, an IIP representative visits the company’s premises and holds meetings with both the Company’s Management as well as its employees.
- **Relevant report development.**

**INVESTORS IN PEOPLE®**  
We invest in people Silver

We did it!  
Officially accredited by Investors in People.  
Because we make work better.

The organization’s ambitions lie “at its heart”. The standard examines the following 9 areas:

1. Leading and inspiring people.
2. Living the organization’s values.
3. Empowering/developing and involving people in the decision-making process.
4. Managing performance.
5. Recognizing and rewarding high performance.
6. Structuring work.
7. Building capacity.
8. Delivering continuous improvement.
9. Creating sustainable development.

Each of the above 9 areas is divided into 3 separate sections and thus FOURLIS HOLDINGS S.A. is evaluated on a total of 27 different criteria.

In this 6th generation standard, a provision is made for a reassessment both 12 and 24 months after certification. In this way, FOURLIS HOLDINGS S.A. has by its side a valuable partner who supports its efforts to achieve its goals on employee management and development.

## Respect for human rights

GRI 2-23, GRI 2-24, ATHEX ESG METRIC C-S6

FOURLIS Group approaches the issues related to the respect and protection of Human Rights in a systematic way.

The Group implements a **Human Rights Policy**, as a means of declaring compliance with applicable laws and international standards and guidelines, making it clear that it respects Human Rights and shows no tolerance for their violation. For FOURLIS Group, the protection of Human Rights is part of its culture and a strong priority, both at Management and employee level.

The Policy is required to be applied by all employees, regardless of their hierarchical level, in all FOURLIS Group companies, in all countries of its activity. At the same time, all suppliers/partners of the Group, and third parties working with them on behalf of the FOURLIS Group, are expected to adopt the Policy principles.

Adherence to the Human Rights Policy is monitored through regular internal audit and compliance review, including the continuous assessment of potential risks from non-compliance in all Group organizational units. The Policy is reviewed and revised, whenever necessary, by the Sustainable Development and Social Responsibility Division, depending on national and international developments.





In addition, FOURLIS Group has a Policy of Equal Opportunities and Diversity and a Suitability Policy for BoD members, for which more information is available in the Corporate Governance Statement ([www.fourlis.gr](http://www.fourlis.gr)).

To safeguard human rights, the Group also adopts:



Code of Conduct/Code of Conduct Line-Whistleblowing System



Supplier Code of Conduct



Policy for Fighting Discrimination, Violence and Harassment at the Workplace



Internal Labor Regulations



Open Resourcing Policy

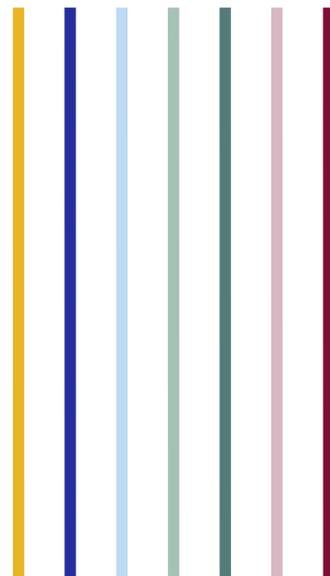


Health and Safety Policy



The UN Global Compact Principles:

- freedom of association,
- elimination of child and forced labor,
- elimination of discrimination in the workplace and the supply chain.



In 2021, FOURLIS Group signed the Diversity Charter in Greece, further strengthening its commitment to combat discrimination and promote equal rights in the workplace. In 2022, the Group's companies IKEA and INTERSPORT also signed the Diversity Charter in Bulgaria.

In 2022, FOURLIS Group focused even more on Diversity & Inclusion issues, implementing the following actions:



Conduction of an employee survey in Greece, Cyprus, Bulgaria and Romania on diversity and inclusion issues and a relevant campaign to encourage employees to participate in it.



Actions for women's empowerment, such as:

- Empowerment campaign for the women of the Group, starring 40 women employees who shared their views on the role of women in modern times, on female role models and on what makes them proud.
- Vodcasts held by the Group's Sustainable Development and Social Responsibility Director, Mrs. Lyda Furlis, with 3 dynamic women, Christina Karabela, Vice President of Actionaid Hellas, Frosso Tzintziropoulou, Health Psychologist and Psychotherapist of the Association "Alma Zois" and Vanessa Archontidou, Founder-AWomanCanBe.org, Alpinist & Motivational Speaker EU Climate Pact Ambassador, which were posted on a means of internal corporate communication. Through the dialogue, important issues concerning female empowerment emerged, so that every woman can understand how she can achieve anything she dreams of.
- Pop Up Café, an action in which the Group's Sustainable Development and Social Responsibility Director, Mrs. Lyda Furlis, held meetings at the Group's companies' premises in Attica and Ioannina with female employees of the Group, to discuss issues that concern them and inspire each other, on ways they can offer more power and perspective to the women of the Group.

In 2023, the Group will focus even more on Diversity & Inclusion issues in the following axes: INCLUSIVE LEADERSHIP, GENDER EQUALITY and PEOPLE WITH DISABILITIES, with specific actions. Along with these actions, in 2023 the implementation of a training on Diversity and Inclusion issues will begin and will be mandatory for all employees.



# Performance

GRI 401-1

## Number and percentage of employee hires and turnover by age group, gender and region

### FOURLIS Group

● Women ■ Men ▲ Other ■ Not disclosed

2022		EMPLOYEE TURNOVER	EMPLOYEE NUMBER	EMPLOYEE TURNOVER RATE (%)	NEW EMPLOYEE HIRES	EMPLOYEE NUMBER	NEW EMPLOYEE HIRES RATE (%)
Age Group	<30	867	1,472	58.9	1,214	1,472	82.5
	30-50	462	1,993	23.2	490	1,993	24.6
	50>	91	651	14.0	40	651	6.1
	<b>Total</b>	<b>1,420</b>	<b>4,116</b>	<b>34.5</b>	<b>1,744</b>	<b>4,116</b>	<b>42.4</b>
Gender	●	681	2,235	30.5	845	2,235	37.8
	■	739	1,881	39.3	899	1,881	47.8
	▲	0	0	0.0	0	0	0.0
	■	0	0	0.0	0	0	0.0
<b>Group Total</b>		<b>1,420</b>	<b>4,116</b>	<b>34.5</b>	<b>1,744</b>	<b>4,116</b>	<b>42.4</b>
Country	Greece	682	2,579	26.4	909	2,579	35.2
	Cyprus	238	369	64.5	253	369	68.6
	Romania	225	461	48.8	268	461	58.1
	Bulgaria	275	546	50.4	313	546	57.3
	Turkey	0	161	0.0	1	161	0.6
	<b>Total</b>	<b>1,420</b>	<b>4,116</b>	<b>34.5</b>	<b>1,744</b>	<b>4,116</b>	<b>42.4</b>

### FOURLIS Group

2021		EMPLOYEE TURNOVER	EMPLOYEE NUMBER	EMPLOYEE TURNOVER RATE (%)	NEW EMPLOYEE HIRES	EMPLOYEE NUMBER	NEW EMPLOYEE HIRES RATE (%)
Age Group	<30	950	1,376	69.0	1,235	1,376	89.8
	30-50	459	2,041	22.5	303	2,041	14.8
	50>	71	593	12.0	37	593	6.2
	<b>Total</b>	<b>1,480</b>	<b>4,010</b>	<b>36.9</b>	<b>1,575</b>	<b>4,010</b>	<b>39.3</b>
Gender	●	709	2,144	33.1	743	2,144	34.7
	■	771	1,866	41.3	832	1,866	44.6
	▲	0	0	0.0	0	0	0.0
	■	0	0	0.0	0	0	0.0
<b>Group Total</b>		<b>1,480</b>	<b>4,010</b>	<b>36.9</b>	<b>1,575</b>	<b>4,010</b>	<b>39.3</b>
Country	Greece	559	2,516	22.2	701	2,516	27.9
	Cyprus	238	354	67.2	216	354	61.0
	Romania	232	450	51.6	276	450	61.3
	Bulgaria	304	530	57.4	295	530	55.7
	Turkey	147	160	91.9	87	160	54.4
	<b>Total</b>	<b>1,480</b>	<b>4,010</b>	<b>36.9</b>	<b>1,575</b>	<b>4,010</b>	<b>39.3</b>

● Women ■ Men ▲ Other — Not disclosed

2020		EMPLOYEE TURNOVER	EMPLOYEE NUMBER	EMPLOYEE TURNOVER RATE (%)	NEW EMPLOYEE HIRES	EMPLOYEE NUMBER	NEW EMPLOYEE HIRES RATE (%)
Age Group	<30	711	1,335	53.3	900	1,335	67.4
	30-50	298	2,173	13.7	268	2,173	12.3
	50>	47	597	7.9	39	597	6.5
	<b>Total</b>	<b>1,056</b>	<b>4,105</b>	<b>25.7</b>	<b>1,207</b>	<b>4,105</b>	<b>29.4</b>
Gender	●	509	2,191	23.2	633	2,191	28.9
	■	547	1,914	28.6	574	1,914	30.0
	▲	0	0	0.0	0	0	0.0
	—	0	0	0.0	0	0	0.0
<b>Group Total</b>		<b>1,056</b>	<b>4,105</b>	<b>25.7</b>	<b>1,207</b>	<b>4,105</b>	<b>29.4</b>
Country	Greece	246	2,492	9.9	391	2,492	15.7
	Cyprus	178	379	47.0	144	379	38.0
	Romania	196	458	42.8	225	458	49.1
	Bulgaria	277	545	50.8	325	545	59.6
	Turkey	159	231	68.8	122	231	52.8
	<b>Total</b>	<b>1,056</b>	<b>4,105</b>	<b>25.7</b>	<b>1,207</b>	<b>4,105</b>	<b>29.4</b>

## Employee turnover rate

ATHEX ESG METRIC C-S4

	2022	2021	2020
Involuntary turnover rate	2.07%	2.10%	2.71%
Voluntary turnover rate*	32.40%	34.82%	22.78%

\* Due to the nature of the business activities (IKEA/INTERSPORT/The Athlete's Foot stores) the voluntary turnover rate varies among the years.

## Benefits by significant location of operation

GRI 401-2

### FOURLIS Group

	LIFE INSURANCE			HEALTHCARE			DISABILITY AND INABILITY COVERAGE			RETIREMENT PROVISION BENEFITS*			STOCK OPTIONS PLAN		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Greece	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cyprus	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Romania	✓	✓	✓	✓	✓	✓	✓	✓	✓	*	*	*	✓	✓	✓
Bulgaria	✓	✓	✓	✓	✓	✓	✓	✓	✓	*	*	*	✓	✓	✓
Turkey	✓	✓	✓	✓	✓	✓	✓	✓	✓	*	*	*	✓	✓	✓

\* No retirement benefits are offered in Romania, Bulgaria and Turkey as this is not a common practice in these countries.

## Employment contracts

GRI 2-30, ATHEX ESG METRIC C-S7

FOURLIS Group applies the current legislation on employment contracts for 100% of its employees in all countries of operation.

## Women percentages

ATHEX ESG METRIC C-S2, C-S3, C-G1

	2022	2021	2020
Percentage of women in the entire FOURLIS Group	54%	53%	53%
Percentage of women in positions of manager/supervisor at FOURLIS Group	43%	39%	37%
Percentage of women in the Board of Directors of FOURLIS Group	44%	25%	25%

## Ratio of basic salary of women to men

By employee level (grade)

GRI 405-2, ATHEX ESG METRIC A-S3

GREECE	2022
Managers	115%
Supervisors	98%
Coworkers	102%

- The nominal yearly pay of the employee as well as a bonus amount (achieved at 100%) are included in the calculation difference.
- Other cash benefits are not provided and have not been included in the calculation.
- The calculation includes all Group employees in Greece regardless of their type of employment (e.g., full-time or part-time) as the salary policy is common.
- The FTEs (full time equivalent) methodology has been used for the calculation.
- For the calculation of the disclosure, the average annual remuneration for female full-time employees (incl. bonus) is divided by the average annual remuneration for male employees.
- "Coworkers" are the employees of FOURLIS Group in Greece.

## Incidents of discrimination and corrective actions

GRI 406-1, ATHEX ESG METRIC A-G2

In 2022, through the Code of Conduct Line/Whistleblowing System, there was 1 complaint from a former employee to a subsidiary, alleging workplace behavior not compliant with the Code of Conduct. The complaint was investigated in accordance with the Group's procedures (by the Group's Management and Human Resources Division) and based on the information provided by the employee. The investigation process did not reveal any findings, so the complaint was not substantiated and the issue was considered closed. During this period there were no additional reports of incidents of human rights violations and/or discrimination based on race, religion, gender, age, disability, nationality, political beliefs, etc., including incidents of harassment, in all activities of the Group.

# HEALTH AND SAFETY

 MATERIAL TOPIC



## Management approach

GRI 3-3

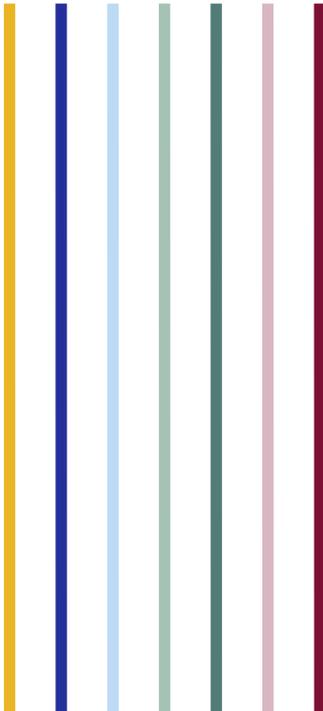
### Occupational Health and Safety management System

GRI 403-1

Given that the creation of a safe and healthy working environment is a basic principle for the Group, which is also promoted through its Values, the Group not only follows the provisions of the labor legislation of the countries where it operates, but also assesses the potential risks it may face and takes the necessary measures to achieve the prevention of any accidents. At FOURLIS Group, an important priority is to ensure compliance with the Health and Safety Policy. Responsible for the implementation of the policy is the Group’s Human Resources Division and specifically, the Health and Safety Department.

FOURLIS Group has developed and implements an Occupational Health and Safety management system, which complies with all legal requirements, as well as the requirements of the “ILO Code of Practice on Recording and Notification of Occupational Accidents and Diseases”. The system applies to all the activities, stores and facilities of the Group, as well as all employees, suppliers and partners working in or visiting its facilities. The Group Health and Safety Director is responsible for the system implementation.

Below there is a detailed description of the System framework.



## Risk management and emergency situations response

GRI 2-24, GRI 403-2

FOURLIS Group carries out all the actions required by law on risk management. In particular, and as required by the legislation, intensive audits are carried out by safety technicians in all Group's companies' facilities. Safety technicians perform their duties according to the degree of risk posed by each facility.

To manage health and safety risks, a documented Occupational Risk Assessment is carried out, which includes a record of the required labels and measurements, the use of the required Personal Protective Equipment (PPE), the required safety equipment, as well as the required health and safety trainings per position and working space. The Occupational Risk Assessment is immediately reviewed in cases such as the introduction of new machinery and equipment, changes of working processes or changes to working facilities.

In addition, Safety Technicians prepare a Risk Report, which includes photographs and justifications regarding possible risk sources and possible incidents, as well as the assessment of their risk degree. The report is communicated to the competent departments and to senior executives of FOURLIS Group. Following these procedures, the Group is in the position to follow up on any recommendations and to take corrective and necessary actions, depending on the degree of risk, within a specific timeframe.

The Group also has a Risk Management Team, under the responsibility of the Group Health and Safety Director. There are also trained employees to deal with emergencies in all Group's companies' facilities. Especially at IKEA stores, due to their size and the volume of customers/visitors, there is a control center, through which all the necessary checks are performed such as those of the ventilation, the elevators, firefighting and fire safety etc.

According to the legislation, evacuation drills are carried out in all Group's facilities. In addition, Group employees are regularly trained in Health and Safety topics and can identify potential risks and report on them, based on the relevant procedure, to the Safety Technician, to the Safety Team and/or the Human Resources Division, so as to be documented and treated in accordance with the relevant procedures.

As per a specific procedure, employees are in the position to stop their work if there is a risk to their health and safety. Especially at IKEA stores there is a special three-digit telephone number connected to the control center, which employees can call in case of need, at any time. In all FOURLIS Group stores, in case of emergency, employees can use the panic button.





All incidents related to employee health and safety are investigated according to relevant Group procedures and are submitted to an electronic database that includes all the relevant reports. At IKEA, due to the size of the stores and the large number of employees and customers/visitors, as well as in the distribution center of TRADE LOGISTICS due to the nature of its activities, a process called “Safety knowledge test” has been developed, based on the results of which, improvement points are identified and appropriate corrective actions are taken. In 2021 this process was extended and implemented for the employees of INTERSPORT & The Athlete’s Foot stores.

FOURLIS Group has developed and uses Safety Check Lists on a daily, weekly, monthly, semi-annual, annual basis for the control of all stores/facilities, managed by the Health and Safety Department as well as by the responsible Managers.

Also, every 2 years all IKEA stores undergo a detailed evaluation check (SOR-Safety Operation Review) by FOURLIS Group Health and Safety Director. The results of the evaluation are sent to store managers and to the company’s Management.

Before a new sales area is delivered to the public, relevant checks are always performed in the Group’s stores using predefined questionnaires (Check lists) with the purpose of identifying risks. Based on the results and findings of the above procedures, required corrective interventions are made immediately, for the facilities to be safe for all. In addition, in cases where work must be carried out at the Group’s facilities, a relevant security plan is submitted and approved before the work begins.



## Occupational health services

GRI 403-3

As required by law, the Group provides the services of an Occupational Physician. Visits by the Occupational Physician are conducted according to legislative requirements. Employees can visit the Occupational Physician within their working hours. Medical confidentiality is strictly observed.

The Occupational Physician makes recommendations to the Group's Human Resources Division for several issues, such as providing guidance on the COVID-19 pandemic. The Occupational Physician also prepares an occupational health and safety report submitted to the Hellenic Labor Inspectorate.

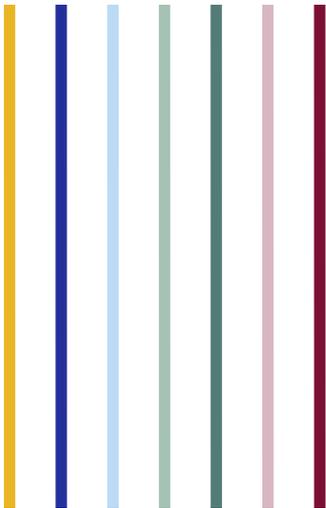
In the large IKEA stores, as well as in the facilities of TRADE LOGISTICS and the Group's headquarters, there are doctor's offices and automatic external defibrillators.

## Employee participation

GRI 403-4

At IKEA there is a Health and Safety Committee of employees, consisting of employees' representatives from all stores' departments. The Committee investigates on all stores' premises, to identify areas or actions that may present risks. During the investigation, the attendance of the Safety Technician or a similar competent individual may be requested. The results are documented in the form used by the Safety Technician and are presented to the Management, which is committed for any necessary action.

In all FOURLIS Group's facilities there are internal Fire Safety and First Aid teams, which consist of selected employees who have been trained in managing respective issues.





## Employee training on health and safety topics

GRI 403-5

The Group invests in the continuous and regular training of all its employees, so that they can respond to emergencies that affect both their own safety and that of customers/visitors and partners at its facilities.

For this purpose, the following trainings are provided:



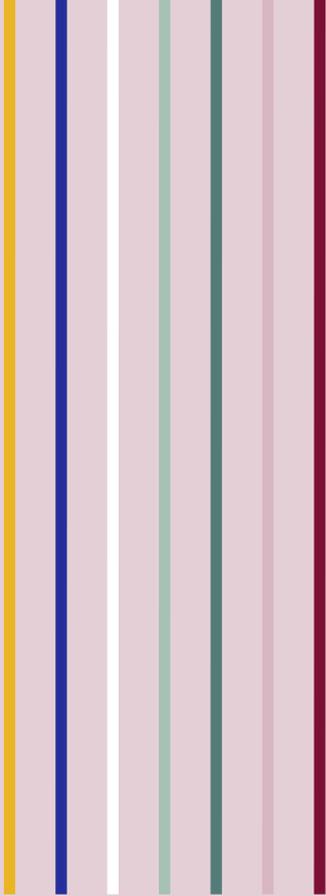
It also implements regular occupational health and safety trainings for department-specific employees where this is necessary due to the nature of their work, such as those who are employed in restaurants, warehouses, the decorating team, maintenance, carpentry.

# Promotion of employee health and well-being

GRI 403-6

## EF ZIN (WELL-BEING) program

The EF ZIN (Well-being) program was launched by the Sustainable Development and Social Responsibility Division in 2010, with the main objective to inform employees on health and well-being issues and to encourage them to adopt a healthier lifestyle. In the context of “EF ZIN” program, actions regarding healthy diet, health and prevention, exercise, etc., are organized every year. Some of the most important EF ZIN actions that took place in 2022, are presented below.



### Mediterranean diet

The “Mediterranean Diet-live better, live longer” program continued for the Group’s employees in Greece, Cyprus and Bulgaria. The program includes weekly indicative menus with recommended recipes, based on the Mediterranean diet, as well regular updates on other relevant topics.



### Free sessions with dietitians/nutritionists

The program of free sessions with dietitians/nutritionists for employees in Greece, Cyprus and Bulgaria continued. A total of 54 sessions were held.





### Counseling support line

The operation of the Counseling/Psychological Support Line for Group employees in Greece and in Cyprus continued. The Line has been operating since March 2020. This service, in the field of mental health, is offered free of charge to the Group's employees, in collaboration with specialized counselors/psychologists.

Both employees and their relatives (spouses, adult children) can call the Line anonymously, to talk to the counselors/psychologists and to receive, with absolute confidentiality, immediate consulting support and guidance on issues that concern them and affect their personal, family and professional life.

The line operates 24/7/365. In 2022 the Line received 262 calls from 111 people.



### Psychology online seminars

In the context of the Counseling/Psychological Support Line, the implementation of psychology e-seminars continued in 2022 for the employees in Greece and Cyprus, in collaboration with the counselors/psychologists that support the Line. The e-seminars, which were attended by 95 people in 2022, cover a variety of subject matters.



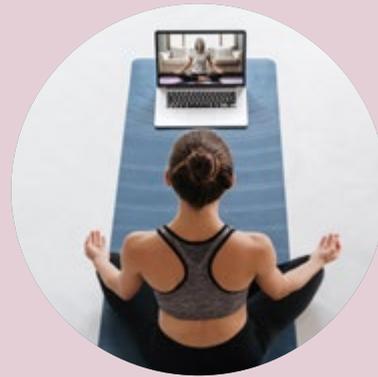
### One-on-one online sessions with psychologists

In 2022, the service of individual online sessions with psychologists for employees in Greece and Cyprus was also launched. The service was implemented from October to December and 24 appointments were made.



### Sports tournaments

In Attica and Cyprus, sports tournaments were held with the participation of employees from the Group's companies who competed in individual and team sports.



### Online workout program

In 2022, the online workout pilates program continued for the Group's employees in Greece. The program is implemented twice a week, in collaboration with experienced trainers.



### Health/Prevention

On Cancer Prevention Day and World Heart Day, FOURLIS Group in collaboration with IASO and IASO General Clinic carried out mammography checks and cardiological examinations for employees at the Group's facilities in Attica. In total, 75 women and 63 men participated in these checks, which are planned to continue for workers outside Attica.

# Prevention and mitigation of health and safety impacts on partners/suppliers at work

GRI 403-7

FOURLIS Group aims to prevent and mitigate any impacts on the health and safety of its partners/suppliers arising from potential risks. Alongside, it ensures training of the partners and suppliers, who work in the Group's facilities, on the Group's policies and practices in health and safety matters, while it also provides the required equipment. The Group places particular emphasis on identifying and managing the risks that concern both employees and partners/suppliers, through the processes analyzed in the previous sections. Potential risks identified in these processes which may concern its employees and partners/suppliers include, inter alia:



obstruction/interference of movement,



fire or other emergencies,



slipperiness,



ergonomics-related risks,



risks related to electricity voltage,



risks of falling.

For each identified risk, the prescribed procedures are followed based on the respective legislation, relevant specifications and standards while detailed staff guidelines have been developed.

In addition, the FOURLIS Group's Supplier Code of Conduct, which is an integral part of the contracts with its suppliers and with which the Group expects them to comply, includes terms for Health and Safety and specifically for occupational safety, safe facilities and the existence of emergency response systems.

More information on "Ensuring the health, safety and accessibility of customers and visitors" can be found in chapter "4. For the Market" on pages 110-115.

## Performance

GRI 403-8

### Occupational Health and Safety management system

The Group Health and Safety System covers 100% of its direct employees, but also those who work in its facilities (e.g., cleaning staff) and are not direct employees. The System is not certified according to ISO 45001, thus, it is not externally assured by an external independent party, however an internal audit is carried out by the Group's Internal Audit Department.

Specifically, in 2022, 2 internal audits on health and safety issues were carried out at the Group's premises.

GRI 403-9, GRI 403-10

In 2022 there were no fatalities as a result of work-related injuries, high-consequence and/or recordable work-related injuries in all Group's companies. Also, there were no fatalities as a result of work-related ill health, nor recordable work-related ill health cases.



As a result of the overall management of Occupational Health and Safety topics, in the latest biennial Employee Insight Survey conducted in 2021, the area with the highest satisfaction rate was safety.



# EDUCATION

 MATERIAL TOPIC



## Management approach

GRI 3-3

The employees' need for training is continuous and ever increasing, as the competition and the current market demands are constantly generating new training and educational needs. For this reason, the training of each Group employee begins upon his/her recruitment, while ensuring the continuous training and education of employees is achieved through adherence to the training plan drawn up at the completion of the annual performance appraisal. The first training program for every Group employee is an induction program, through which it is ensured that all the newly hired employees are informed about:



The Group's history, Principles and structure.



The General Data Protection Regulation (GDPR).



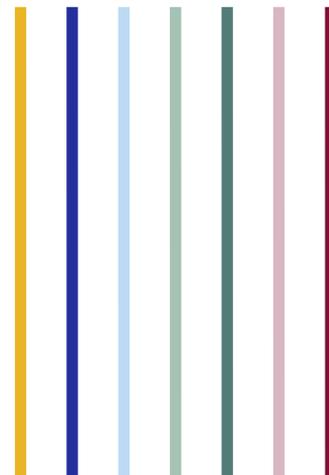
The Group's Performance Appraisal system.



The Digital Transformation.

This program is implemented both in classroom and via e-learning. In addition, all newly hired employees are informed by the internal communication tool (F2F) regarding the Policy and Procedure for the Prevention, Detection and Management of Conflicts of Interest and for the Code of Conduct and receive the Internal Labor Regulations of each company.

The preparation for the e-learning trainings on issues such as Diversity & Inclusion, Compliance & Conflict Management System as well as Risk Management, started during 2022. These trainings will be mandatory for all and will take place in 2023.



All FOURLIS Group employees are members of the Training Academy of the Group “FOURLIS Learning Academy”, which has been operating since 2011 and participate in programs according to their role requirements and their needs for personal development.

FOURLIS Learning Academy consists of 4 programs in total:



The training courses, which are annually updated, are developed in four pillars:





Within the framework of the academy a new program, FOURLIS Retail Diploma, was launched in 2016. The program was designed and created to provide high level knowledge from university professors and senior executives of both the market and FOURLIS Group in a range of fields, mainly focusing on retail management.

The program is attended by employees of all the Group companies from all countries of operation. Each year a new class begins, with the participation of -on average- 16 employees from all the countries where the Group operates. Their selection is based on a series of objective and meritocratic criteria. The total duration of the program is 2.5 years.

By the end of 2022, the Retail Diploma program has been attended by a total of 60 employees coming from all countries where FOURLIS Group operates and 59 employees have graduated. In 2022 no new class started, due to the COVID-19 pandemic, as attending in person is necessary for the program.

Apart from the training programs for skills development purposes that are addressed to each employee according to their position level and are included in FOURLIS Learning Academy, since 2015 the “Open Seminars” program is implemented. These seminars aim at skills acquisition by employees in subjects that do not cover knowledge related to their current job position but are essential for their future development. To ensure the training programs’ effectiveness for each employee, the following parameters are assessed:



The company’s goal that should be achieved through each training.



The employee’s job position specifications.



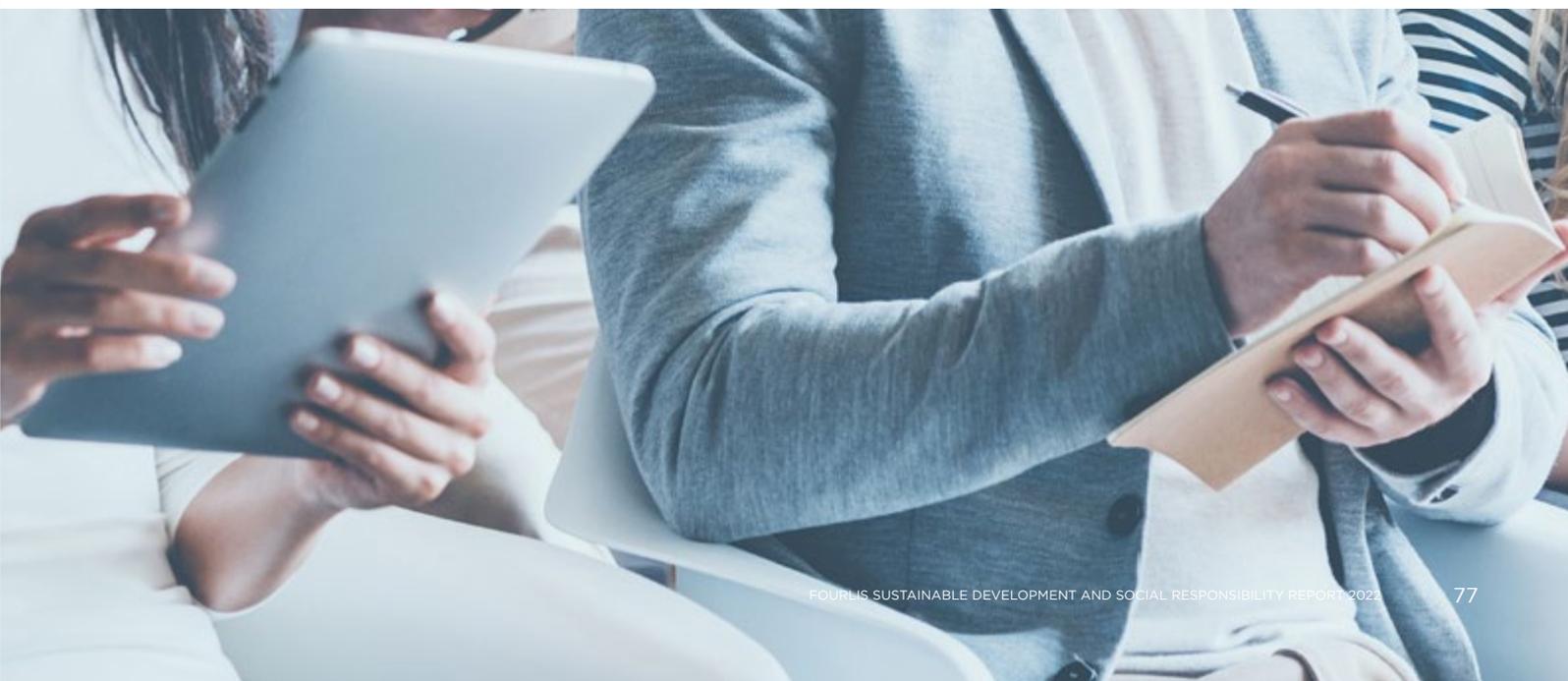
The employee’s skills level.

## Performance appraisal and development review

The Group applies a single Performance Appraisal and Development Review process for all its employees, to ensure that the employees' appraisal process is and will remain transparent. In this way it ensures a fair working environment and creates an operational succession plan for executives at high responsibility positions.

In 2020, the Performance Appraisal and Development process was renewed, to meet current business needs. Specifically, the employees' competencies to be evaluated were renewed, to be harmonized with the era and strategic priorities of the Group and in addition, employee self-assessment and the completion of a questionnaire of professional ambitions became mandatory. This gives employees a more active role in evaluating their performance and communication between the appraisers and the appraised is further improved. The overall result of this procedure ensures even more the meritocratic capture of the employees' dynamics, in relation to their growth and development plan. The performance Appraisal and Development Review process, which includes the assessment of the agreed measurable objectives and the assessment of employees' skills and behavior, is conducted once a year for all employees in all Group's companies. Also, on the Appraisal Review all actions related to the employees' Development Plan are recorded.

Furthermore, since 2013 the Group implements a 360° Evaluation Procedure for its Executives (Managers and Supervisors), in cooperation with an independent consulting company, that took place for the Company in 2022. The 360° Evaluation is a tool that offers the opportunity to those collaborating at any job level (supervisors, subordinates, colleagues), to openly express their opinion, providing constructive comments on the behavior and the management style of the employees under evaluation. Through this process, the 360° Evaluation is a self-improvement tool that contributes to understanding the needs, identifying the strengths and the areas for improvement and thus, empowering collaboration.



# Performance

GRI 404-1

## Average hours of training\*

● Women ■ Men ▲ Other — Not disclosed

IN CLASS LEARNING	AVERAGE HOURS OF TRAINING BY GENDER				AVERAGE HOURS OF TRAINING BY EMPLOYEE CATEGORY		
	●	■	▲	—	EMPLOYEE	SUPERVISOR	MANAGER
2022*	7.9	10.9	0	0	8.3	15.6	5.2
2021**	2.8	2.9	0	0	2.8	3.2	2.9

E-LEARNING	AVERAGE HOURS OF TRAINING BY GENDER				AVERAGE HOURS OF TRAINING BY EMPLOYEE CATEGORY		
	●	■	▲	—	EMPLOYEE	SUPERVISOR	MANAGER
2022*	2.6	2.8	0	0	2.7	2.5	2.5
2021**	1.5	1.6	0	0	1.6	2.3	1.3

\* In 2022, there is an increase in the average training due to the improvement of the conditions created from COVID-19 and the return of employees to the training programs.

\*\* In 2021, Turkey did not proceed with training sessions.



## Programs for upgrading employee skills

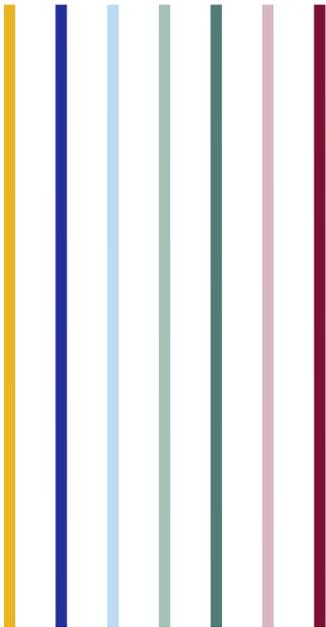
GRI 404-2

THEMATIC AREAS	2022	2021	2020
Corporate Culture (e.g., Induction Training)	✓	✓	✓
Health & Safety	✓	✓	✓
Selling Techniques/Customer Service	✓	✓	✓
IT/Systems Training	✓	✓	✓
Product Training	✓	✓	✓
Specialized training on topics relating to the functions of the Group's Divisions (e.g., payroll, interior design, supply chain & logistics, marketing, food & beverages, personal & technical skills)	✓	✓	✓
Foreign languages	✓	✓	✓
Developmental tools for all Group employees	✓	✓	✓
Annual Performance Appraisal and Development Review/Managing your People Potential	✓	✓	✓
Managerial Skills for newly appointed Managers & Supervisors (Your Role and profile as a Manager, Giving and receiving constructive feedback, Interviewing Skills etc.)	✓	✓	✓
Managerial Skills for Senior Managers (Managing people, Managing High performing Teams, etc.)	✓	✓	✓
Managerial Skills Trainings for Executive Managers/Directors (Managing Excellence & Self Leadership, Crisis Management, Change Management, etc.)	✓	✓	✓
E-learning programs for all Group employees in all companies and countries: FOURLIS Group Induction Training, GDPR Awareness & Training, Digital Transformation, FOURLIS Group's New Performance Appraisal	✓	✓	✓
Optional soft skills webinars for all employees (personality matters, apologizing, accountability, etc.)	✓	✓	✓

GRI 404-3

## Percentage of employees receiving regular updates on their performance and career development, by employee gender and category

All employees received regular performance and development review, during 2022, except for the employees of the subsidiary Holland & Barrett that started its operations in 2022 and for which the total number of employees will receive a regular performance and development review in 2024 for the year 2023.







# ACTIVE/RESPONSIBLE SOCIAL CONTRIBUTION AND ORGANIZATION OF VOLUNTARY ACTIONS FOR EMPLOYEES



FOURLIS Group daily operates for the implementation of its joint commitment and vision, which is the creation of the conditions for a better life for all.

In this context, FOURLIS Group seeks to be in constant contact with the citizens but also with the wider society in the countries where it operates through established communication and engagement channels, such as those presented on pages 37-38, with the aim to be informed about their needs and to understand them.

As a next step, needs are evaluated and prioritized, while programs and actions are planned and implemented, in order to satisfy not only the current and most important needs of each local community, but also those which are more in line with the Group's Sustainable Development and Social Responsibility strategy (support of vulnerable social groups and especially children), the number of beneficiaries and the nature of its activities.

In addition, in cases where there are special circumstances (e.g., pandemic, natural disasters), the Group either updates its programs or incorporates actions aimed at addressing these emergencies, for the relief of society and citizens.

The Group's Sustainable Development and Social Responsibility Division is in constant and close communication and cooperation with executives from all Group's companies, in order to jointly plan, coordinate and implement these actions.

The countries where social responsibility programs and actions took place in 2022 were Greece, Cyprus, Bulgaria and Romania and the most important of these are presented below.

**€0.5 million**  
Investments in Society





## “STATIONS OF JOY” PROGRAM



In 2022, IKEA and FOURLIS Group continued, for a 10th year, the “Stations of Joy” program through which they support municipal nursery schools and kindergartens throughout Greece, creating functional spaces, where children can enjoy their stay.

The program is implemented in cooperation with the respective Municipal Authorities, while every space is always equipped in cooperation with the schools’ teachers, considering the children’s needs and IKEA decorators’ experience.

In 2022, the full equipment of 5 Municipal Nursery Schools and Kindergartens was implemented in Thesprotiko Preveza, in Kavalari of the Municipality of Lagadas, in Servia Kozani, as well as in Velestino and Rizomilo of Magnesia, in collaboration with the competent Municipal Authority. Since the beginning of the program in Greece, a total of 83 nurseries and kindergartens have been equipped for more than 3,600 children. The “Stations of Joy” program was implemented in 2022 in Cyprus, where 2 community kindergartens were fully equipped in Tseri and Moniatis. Since the beginning of the program in Cyprus, a total of 13 community kindergartens have been equipped for more than 320 children.



More information about the program is available for Greece on the website <https://www.ikea.gr/en/a-more-sustainable-everyday-life/fair-equal/> and for Cyprus on the website <https://www.ikea.gr/en/actions-for-the-people-the-society-and-the-environment/society>





## SUPPORT OF “MAKE-A-WISH GREECE” ORGANIZATION



IKEA supports “Make-a-Wish Greece” organization, contributing to granting the wishes of children diagnosed with critical illnesses.

According to research, children regain physical and emotional strength when a wish is fulfilled. This power helps them confront their illness.

In this context, in 2022, IKEA proceeded with the donation of materials and furniture from its stores, to grant the wishes of 31 children, who wished to acquire their dream room. Since the beginning of the cooperation between IKEA and Make-A-Wish, a total of 132 children’s rooms have been equipped.

IKEA and FOURLIS Group’s goal is to create, through their activities and actions, the conditions for a better everyday life for children. In this context, in 2023 they will continue to support “Make-a-Wish Greece” as they share the same belief, that we should never stop trying for children.





## SUPPORT OF THE NGO “+PLEFSI”



IKEA supported the project implemented by the Non-Profit Organization + PLEFSI (Symplefsi) in order to support and improve the living conditions of the inhabitants of the Greek border islands and specifically that of children, by offering products for the equipment of the kindergartens of Ereikoussa and Iraklia, which the Organization visited as part of its autumn mission.





## MEALS DONATION



Since 2012, IKEA and FOURLIS Group have been cooperating with “BOROUME”, the Non-Profit Organization whose mission is the reduction of food waste and to fight malnutrition in Greece.

In the context of this cooperation, in 2022 IKEA continued the donation - to people in need- of meals not consumed at its stores' restaurants in Greece, as well as at the Group's Headquarters' restaurant.

Since 2012, in total more than 702,000 meal portions have been distributed to the following organizations:

- RETO Hellas Association (Attica)
- Municipality of Egaleo Social Grocery (Attica)
- Community House “Ariadne” (Attica)
- Parish breadline of Estavromenos Church in Tavros (Attica)
- Western Athens Citizens' Movement (Attica)
- “Piraeus Solidarity for All” Organization (Attica)
- Psaraffeio Foundation (Attica)
- Municipality of Thessaloniki Social Service Department
- Trion Ierarchon Church of Evosmos (Thessaloniki)
- Refuge of Love and Support (Thessaloniki)
- Agios Georgios Church (Larissa)
- Metropolitan Cathedral of Larissa
- Metropolitan Cathedral of Ioannina
- Church of Assumption of Holy Mary of Perivleptos (Ioannina)

A similar action was implemented in 2022 by the IKEA Cyprus store offering more than **3,100 portions of meals** to the Pancyprian Association of Single Parent Families & Friends ([www.singleparentscy.org](http://www.singleparentscy.org)).

More information about the program is available on the website <https://www.ikea.gr/en/a-more-sustainable-everyday-life/fair-equal/>.





## INFORMATION AND AWARENESS



IKEA hosted WWF representatives at the Airport, Kifissos, Piraeus, Maroussi (The Mall Athens) and Larissa stores, with the aim of informing and raising public awareness about the work of the Organization.

A similar action was implemented with the United Nations High Commissioner for Refugees (UNHCR), where its representatives were hosted at the IKEA Airport, Kifissos, Thessaloniki and Maroussi stores (The Mall Athens), with the aim of raising public awareness about its actions in relation to the issue of the devastating war in Ukraine and the aid offered to millions displaced by the war and especially unaccompanied minor refugees.

## INTERSPORT #WOMANISM



INTERSPORT continued the #WOMANISM action, which aims at the empowerment of women.

On the occasion of International Women’s Day, INTERSPORT organized live discussions with Daphne Karavokiri, Xenia Dania and Elizabeth Pesiridou, moderated by Jenny Melita, who shared their own stories with the audience but also the difficulties they encountered and talked about the inexhaustible power that helped them make their dreams come true.



More information about #WOMANISM is available at website <https://www.instagram.com/tv/Ca2joLYrpw9/?igshid=YmMyMTA2M2Y>





## SUPPORT OF THE NGO “MISSION ANTHROPOS”



INTERSPORT collaborated with the Civil Non-Profit Company “Mission Anthropos” and offered:

**949**  
footwear items  
● ● ●

**614**  
clothing items  
● ● ●

**255**  
accessories items  
● ● ●

for the collaborating bodies of the Organization, “METADRASI”, Social EKAV, ASB (Arbeiter Samariter Bund) and the Cultural Educational Association of Women of Drosero of Xanthi “Elpida”. The items were distributed from the central distribution points of the organizations in Athens and Thessaloniki, in various parts of Greece such as Ioannina, Xanthi, Chios and Samos.





# SUPPORT OF CHILDREN FROM VULNERABLE SOCIAL GROUPS, BY IKEA BULGARIA



In 2022, IKEA Bulgaria continued the implementation of actions for the support of children and young people from vulnerable social groups and:



Offered children's furniture and toys for the "Blue Dots" points established by UNICEF and UNHCR in Sofia, Ruse, Dobrich, Nurankulak, Burgas and Varna. These are places of protection and support for refugees that provide families and children with useful information and services. In 2022, these points supported families who fled their country, due to the war in Ukraine.



Continued its cooperation with UNICEF in support of the "Steps Together" program. The objective of the program is to change the school environment and create spaces where children feel confident to share ideas for improving it, so as to create conditions to reduce stress and withdrawal from the school routine. In this context and in collaboration with UNICEF, IKEA, on the occasion of the Pink Shirt Day on February 23, 2022, created an awareness campaign for employees, customers and the general public regarding the issue of bullying at school and provided information and advice to prevent the problem.



Donated items and furniture for the configuration of the new educational center of Karim Dom in Varna, an organization with a leading role in providing professional services for children with special needs and their families. The centre, which opened in September 2022, will also be used for UNICEF training programs. Employees of the IKEA Varna store also worked voluntarily for the assembly of the furniture.



Proceeded to the design and complete equipment of a space in the high school of the remote village of Dermantsy, transforming the space of the old school library into a welcoming and comfortable space where more than 200 children will be able to take film and photography lessons but also relax, watch movies, read books, participate in activities etc.





## RESPONSE TO EMERGENCIES



In 2022, IKEA responded to emergencies through the following initiatives:



Provision of equipment for the accommodation of families from Ukraine, at the Zanneio Foundation of Ekali and at the Reception Facility of the Ministry of Migration and Asylum in Northern Greece.



Support of a team of volunteers for forest firefighting and forest protection in Glyfada, for the supply of special equipment.



Continuation of the program of WWF Hellas for dealing with the effects of forest fires, with emphasis on Evia. WWF Hellas has undertaken the obligation to include in its actions the organization ANIMA for the rescue and care of wild animals in Evia and other fire-affected areas. IKEA will offer WWF Hellas 10% of each sale of rechargeable batteries and chargers for the next 3 years (starting from September 2021). The amount paid for this purpose so far amounts to €40,000.



Continuation of the support program for the fire victims of East Attica (implemented since 2018) with discount policies for purchases and deliveries of residential equipment to the beneficiaries.



## “DIAZOMA” Association



FOURLIS HOLDINGS S.A. is a corporate member of “DIAZOMA” Association, which aims to connect and motivate all forces of the Greek society (citizens, mayors, regional governors, universities, cultural institutions) for the promotion and universal protection of a special category of monuments, that of the ancient theaters.

*More information as well as the results of the association’s actions, are available at [www.diazoma.gr](http://www.diazoma.gr).*



## “OPHELTES” Organization



FOURLIS HOLDINGS S.A. supports the Non-Profit Organization “OPHELTES - THE FRIEND OF NEMEA”, which was founded with the aim to promote the cultural heritage of Nemea’s archeological site.

*More information as well as the results of the Association’s actions, are available at [www.opheltes.gr](http://www.opheltes.gr).*



## “The Society for the Revival of the Nemean Games”



FOURLIS HOLDINGS S.A. supports the “SOCIETY FOR THE REVIVAL OF THE NEMEAN GAMES”, which has two basic principles: The games should be as authentic, as true to historic precedent as possible and they should be for the participation of everyone. Their purpose is not to provide entertainment for spectators - although that would be a corollary result - but an opportunity for anyone and everyone to become an ancient Greek athlete, even for just ten minutes.

*More information as well as the results of the Society’s actions, are available at [www.nemeangames.org](http://www.nemeangames.org).*





## “ELLINIKI ETAIRIA-Society for the Environment & Cultural Heritage”

FOURLIS HOLDINGS S.A. supports the “ELLINIKI ETAIRIA - Society for the Environment and Cultural Heritage” (ELLEET). ELLEET, as its name suggests, has been actively fighting for the preservation of the environmental and cultural heritage of our country since 1972. For the preservation of the environment, due to the complex ecological and environmental crisis that the world is experiencing. For the preservation of culture, because on the one hand, the causes of the environmental crisis are cultural while on the other, the monuments created by traditional societies are usually admirable themselves, often embodying an attitude to life which has much to offer in relation to today’s environmental concerns. For this reason, ELLEET has from its inception been concerned not only with traditional but also with contemporary culture, especially where this has something positive to contribute to dealing with the complex environmental crisis of our time.

ELLEET is the only Environmental Organization that participates in the 8-year European program “LIFE-IP AdaptInGR - Strengthening the implementation of climate change adaptation policy in Greece to the effects of climate change. The objectives of the program are: (a) monitoring the implementation of Regional Plans for Adaptation to Climate Change, (b) assessing the climatic conditions and vulnerability of each region and (c) defining policy measures for the adaptation of each region to Climate Change. The Coordinator of the Program is the Ministry of Environment and Energy.

Recognizing the criticality and importance of climate change, ELLEET dedicated its know-how to the preparation of a comprehensive and feasible proposal that will contribute significantly to the creation of a National Observatory for climate change and Greece’s compliance with the relevant directives of the European Union.

Its responsibilities are:

- important communication and publicity actions,
- informing and sensitizing the country’s students about climate change,
- the assessment of the impact of climate change on the landscape, spatial planning and archaeological sites.

FOURLIS HOLDINGS S.A. co-finances LIFE IP adaptInGr project, supporting ELLEET in this important initiative.

*For more information and the results of the actions of ELLINIKI ETAIRIA - Society for the Environment & Cultural Heritage, you can visit the website [www.adaptivegreece.gr](http://www.adaptivegreece.gr).*





# CORPORATE VOLUNTEERISM



## DONATION TO VULNERABLE SOCIAL GROUPS

In 2022, the following voluntary actions were organized at FOURLIS Group:

Collection and donation of food and necessities by the Group's employees in Greece, Cyprus, Bulgaria and Romania, to organizations for the support of vulnerable social groups. Specifically, 132 boxes and bags with necessary items were collected and distributed to the following organizations:

- Attica: At the Meropeion Foundation, the Association "Together for Children" and the "Emphasis" NGO.
- Thessaloniki: The Association of Friends of the Psychiatric Hospital of Thessaloniki and the Society of Love and Offer "Gerondas Paisios".
- Larissa: The Organization "Assistance and Solidarity".
- Ioannina: At the Community center of the Municipality of Dodoni and the Educational and Cultural Association of Dourachani Monastery "To Anthos".
- Patras: At the Therapeutic Educational Center for People with Disabilities "Merimna".
- Rhodes: At the "Agios Andreas" children's home in Paradissi.
- Heraklion: At the Child and Family Support Center of "SOS Children's Villages of Greece".
- Chania: At the Social Grocery Store of the Municipality of Chania.
- Kalamata: At the Institution for the Indigent and Incurable "Stegi tis Ekklesias".
- Cyprus: At the Cypriot "Red Cross".

Employees of the Group voluntarily worked for packages' preparation.

The Group's employees in Bulgaria participated in a similar action and collected and offered 200 books to a hospital for children at Zlatograd, while Group employees in Romania collected 67 boxes with items for children (clothing, clothing, toys, books, etc.) which they donated to the non-profit organization "Create Yourself".

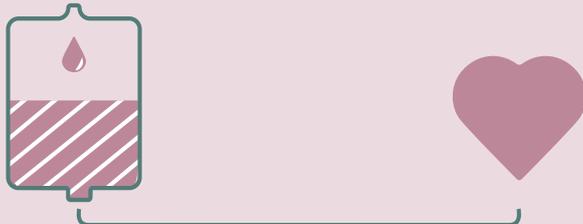




# VOLUNTARY BLOOD DONATION

Organization of voluntary blood donation for employees at the Group's facilities in Greece and Cyprus, through which a total of **256** bottles of blood were collected.

## COLLECTED BLOOD BOTTLES



	2022	2021
Greece	225	111
Cyprus	31	14
Bulgaria*	-	5
<b>Total</b>	<b>256</b>	<b>130</b>

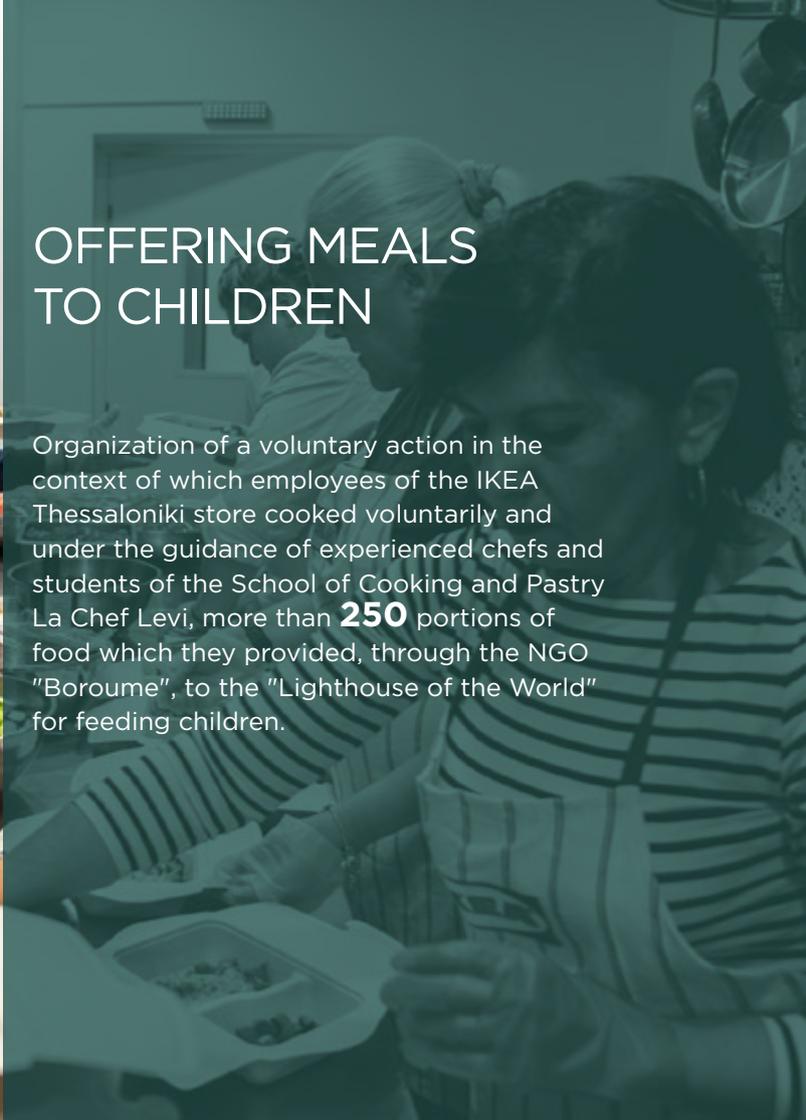
\*In 2022 there was no voluntary blood donation in Bulgaria..





## OFFERING MEALS TO CHILDREN

Organization of a voluntary action in the context of which employees of the IKEA Thessaloniki store cooked voluntarily and under the guidance of experienced chefs and students of the School of Cooking and Pastry La Chef Levi, more than **250** portions of food which they provided, through the NGO "Boroume", to the "Lighthouse of the World" for feeding children.

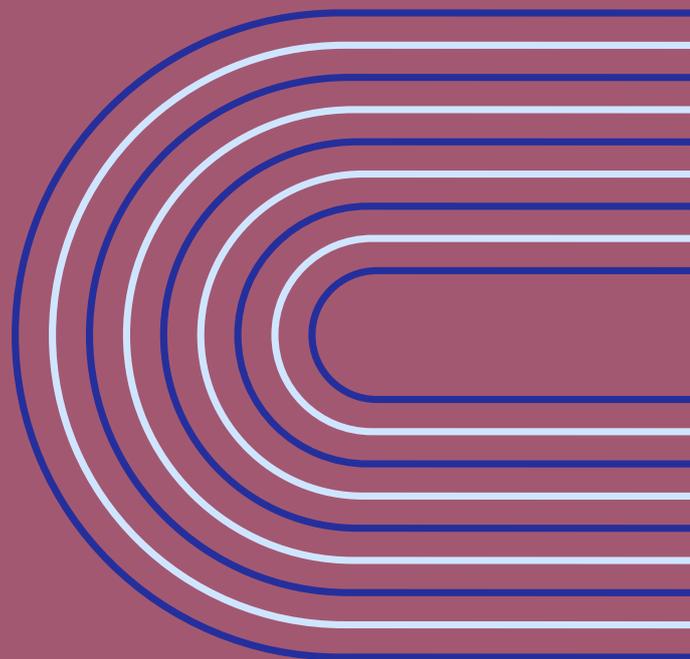
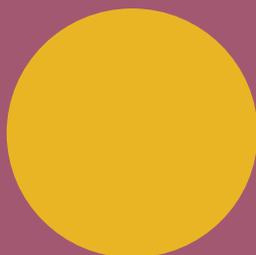
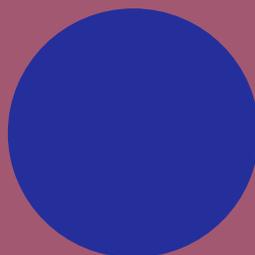
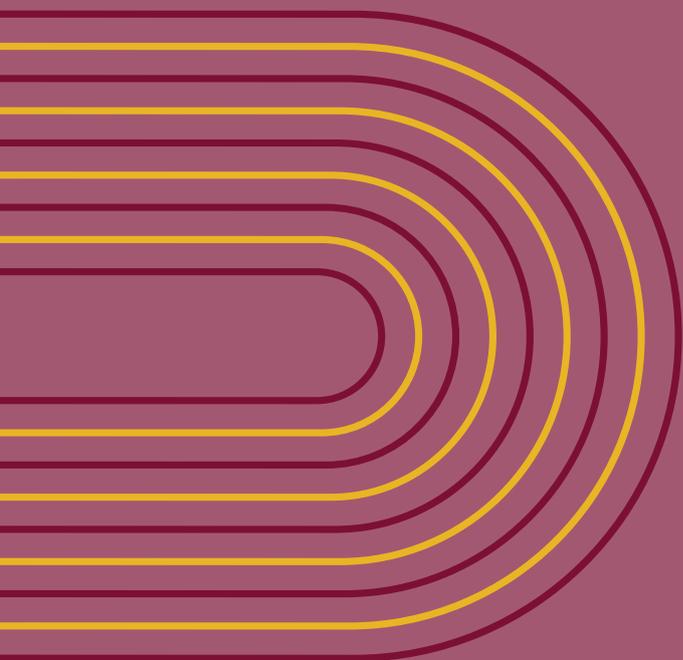


## BECOME A SELLER FOR 1 HOUR

Voluntary participation of FOURLIS Group employees in the action "Become a salesperson for 1 hour" organized by the street magazine SHEDIA, in central points of Attica and Thessaloniki. Through this process, employees had the opportunity to meet the regular salesperson of the day, learn more about his daily struggle for a decent life, try their hand at sales, but most importantly send their own message against poverty and social exclusion.

**shedia**

# FOR THE MARKET



# BUSINESS CONDUCT

**MATERIAL TOPIC**



## Management approach

GRI 3-3

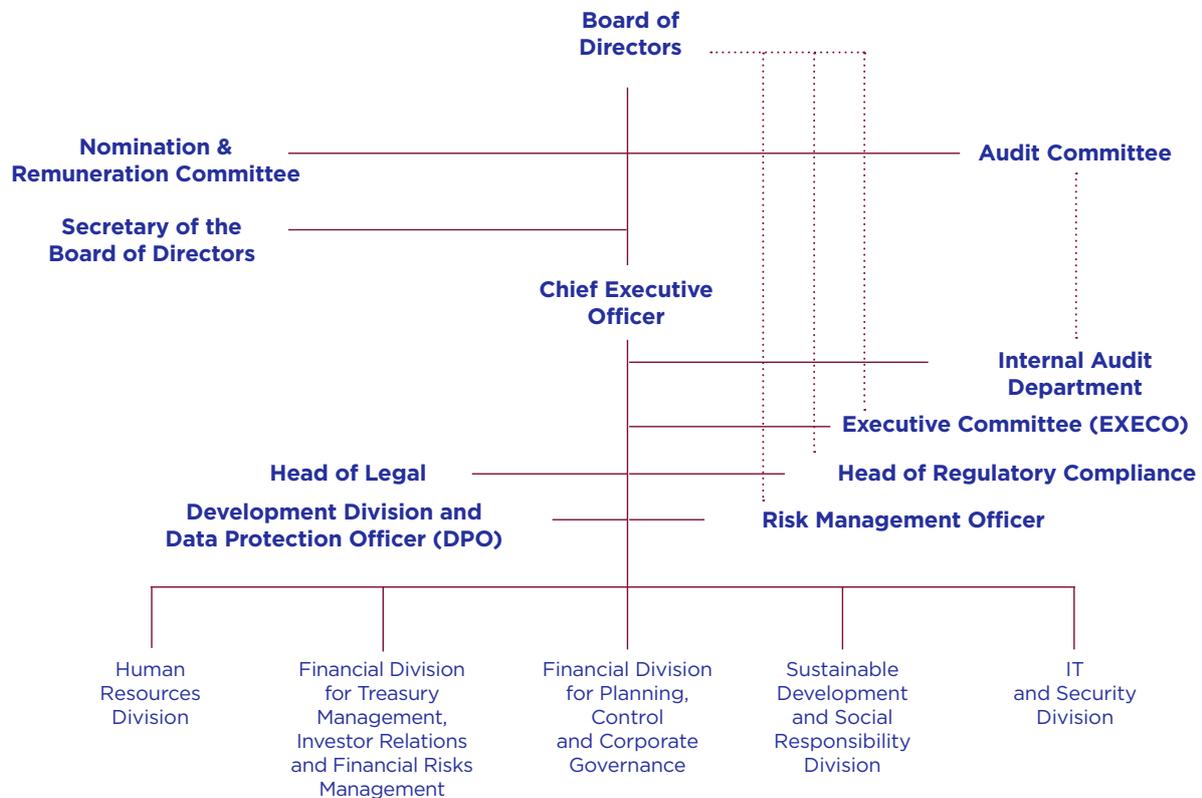
Ensuring sustainable corporate governance, business ethics promotion and regulatory compliance at a rapidly evolving regulatory and business environment (of International, European, National scope), has become a critical pillar of the Group's operation, as it concerns the entire range of its activities.

## Management and Committees

GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-20, ATHEX ESG METRICS C-G1, C-G2

The organizational chart below indicates the relationship and interaction structure of the Board of Directors members with the Committees, as well as the core Departments of the parent company FOURLIS HOLDINGS S.A.

## Organizational chart



## Board of Directors (BoD)

GRI 2-18

The Board of Directors (BoD), its independent members, as well as the members of the Audit Committee, have been elected by the Annual Regular General Meeting of Shareholders held on 17/6/2022. Pursuant to the Articles of Association, the duration of the Board of Directors and the Audit Committee is five years.

The Articles of Association of the Company provide for the Board of Directors to be composed of 7 to 9 members. The Company has elected its Board with the maximum, permitted by its Articles of Association, number of Directors to ensure the diversity of gender, age, knowledge, qualification and experience serving the objectives of the Company, as well as the balance between executive and non-executive members. On 31/12/2022 the Board of Directors consisted of 9 members, 5 (56%) of them were independent. The Board of Directors includes 4 women (44% of the total) and 5 men and consists of 4 executive and 5 non-executive members (of which 5 are independent). 8 Board of Directors members belong to the age group over 50 years and 1 to the 30-50 years age group.

The Chairman and executive member of the BoD is Mr. Vasilios Fourlis. Mrs Dafni Fourli has been appointed as a Vice President and an executive member of the Board of Directors, replacing the Chairman in his executive duties.

Evaluations of the Board of Directors are carried out at collective and individual level which include an assessment of the supervision of the management of effects on economy, environment and people (Sustainable Development). The collective evaluation is repeated on an annual basis and the results are presented to the Board of Directors by the Committee for the Nomination and Remuneration. Every 3 years an external evaluation will take place regarding the effectiveness of the Board of Directors.

More information on the composition, structure and qualifications of the BoD members, as well as their participation in other Boards of Directors, as well as on issues related to conflict of interest regarding the operation of the BoD, is available on the website [Corporate Governance Statement 2022](#) and [Policy and Procedure for the Prevention, Detection and Management of Conflicts of Interest](#).

## Board of Directors Committees

The operation of the Board of Directors is supported by two Committees:

**Audit Committee:** which is appointed to support the BoD in its duties relating to:

- financial information,
- internal control systems,
- Internal Audit Department,
- regulatory compliance and risk management systems, and
- supervision of the regular auditor of the Company and the consolidated financial statements of the Company.

The Audit Committee Charter has been approved by the Company's BoD.

**Nominations and Remuneration Committee:** which has been established to support the Board of Directors in the fulfillment of its obligations to the shareholders, regarding the assurance that the nomination of candidates for the Board of Directors is done in a meritocratic and objective manner, so that there is smooth succession of its members as well as the top executives with the aim of the long-term success of the Company.

More information is available on the webpages [Committees of the Board of Directors](#) and [Corporate Governance Statement 2022](#).



## Regulations, Codes, Policies and Procedures



### Charter of Operations

The Charter of Operations has been conducted in accordance with the requirements of article 14 of Law 4706/2020. Upon its drafting, the provisions of Greek laws, EU regulations, EU directives and decisions of the Hellenic Capital Markets Commission, displayed in Chapter 9 "Legislative and Regulatory Compliance " of this Charter of Operations have also been taken into account. The Charter of Operations applies to FOURLIS HOLDINGS S.A., a company listed on the Athens Stock Exchange.

As effective date of this Charter is defined the date of its approval by the Company's Board of Directors. The monitoring of application of the Charter of Operations is executed by the Head of Regulatory Compliance. Further, in the in the annual schedule of the internal audit is included a completeness and enforcement audit of the Charter of Operations, whereas the external auditor in his/her Audit Report confirms that the Company has an updated Charter of Operations with a content provided by article 14 of L.4706/2020. All amendments of the Charter of Operations are effective after a relevant decision of the Board of Directors, which is responsible for their approval.

More information is available on the [Charter of Operations](#) webpage.



### Corporate Governance Code

FOURLIS HOLDINGS S.A., with the decision of its Board of Directors dated 16/7/2021, has voluntarily decided to apply the [Greek Corporate Governance Code](#) (June 2021) which has been drafted by the Hellenic Corporate Governance Council (HCCC), a body of recognized accreditation based on a relevant decision of the Hellenic Capital Market Commission, in compliance with the obligation arising from the provision of article 17 of law 4706/2020.

By adopting the best corporate governance practices, the Group seeks to increase the investors' confidence and broaden the horizons of attracting investment funds with the ultimate goal of ensuring further value to its shareholders in a transparent manner, while safeguarding their interests.

The Company includes an, approved by the BoD, Corporate Governance Statement in the annual Financial Report, with which it notifies its voluntary compliance with the Code.

More information is available on the [Corporate Governance](#) webpage.



## Code of Conduct

GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, ATHEX ESG METRIC C-G5

FOURLIS Group has adopted high standards of professional ethics ensuring commitment and cooperation of all its employees. Its Code of Conduct includes the following:

<b>Relationship with third parties</b>	<ul style="list-style-type: none"><li>• Collaborators/Suppliers</li><li>• Media, Publications and Public Speeches</li><li>• Social media</li><li>• Shareholders &amp; Public Investment</li></ul>
<b>Relationship of employees with colleagues and with the Group in general</b>	<ul style="list-style-type: none"><li>• Respect for colleagues</li><li>• Health and safety</li><li>• Forced and child labor</li><li>• Respect for people - Equal opportunities policy</li><li>• Harassment in the workplace</li><li>• Evaluation</li><li>• Education</li><li>• Crisis management / Cooperation of employees in case of control by authorities, as well as in case of court proceedings</li></ul>
<b>Risk Management Culture awareness</b>	<ul style="list-style-type: none"><li>• Risk management policy and procedures</li><li>• "Enterprise Risk Management" (ERM) methodology based on the COSO framework</li><li>• Risk registry</li></ul>
<b>Regulatory Compliance Issues</b>	<ul style="list-style-type: none"><li>• Conflict of interests</li><li>• Publication of Financial and Non-Financial Information</li><li>• Notification of Dependency Relations of members of the BoD</li><li>• Compliance of Persons Exercising Managerial Duties</li><li>• Corruption</li><li>• Bribery</li><li>• Fraud</li></ul>
<b>Protection of information, personal data and assets of the Group</b>	<ul style="list-style-type: none"><li>• Confidentiality, privileged information</li><li>• Personal data</li><li>• Assets of the Company</li><li>• Healthy competition</li><li>• Environmental protection</li></ul>
<b>Code of Conduct Line - Whistleblowing Information System</b>	<ul style="list-style-type: none"><li>• Product safety and compliance</li><li>• Environmental protection</li><li>• Food safety</li><li>• Public health protection</li><li>• Consumer protection</li><li>• Protection of privacy and personal data</li><li>• Rules and provisions of corporate tax legislation</li></ul>





All FOURLIS Group employees are obliged to adopt and implement the Code of Conduct. The Code's detailed version is delivered to all FOURLIS HOLDINGS S.A. executives, while the summary version and any potential changes are distributed to all employees of the Group. The Code is available in all the languages of the countries where the Group operates. Furthermore, in the Code of Conduct that is posted on the website of the Group, guidance is also provided for the Code of Conduct Line/Whistleblowing System. The Line is available 24 hours a day and anyone may call to report, anonymously or not, any concerns related to Code of Conduct violations or non-compliance with the applicable legislation.

In compliance with the criteria of impartiality and independence, responsible for receiving and managing the reports is the FOURLIS HOLDINGS S.A.'s Regulatory Compliance Manager. Relevant reports can be submitted through the following alternative channels:

- By sending an e-mail to [codeofconduct@fourlis.com](mailto:codeofconduct@fourlis.com).
- By telephone reference to the Group's Code of Conduct line +302106293010.
- Upon a request for a personal meeting (in person or by video conference) with the Company Regulatory Compliance Manager, within a reasonable time period from the date of the request. The request is submitted in writing or by phone to the Code of Conduct Line +302106293010.

More information is available at the [Code of Conduct](#) και [Code of Conduct Line](#) websites.

The Group's business continuity is critical to the continuous delivery of high-quality products and services. The Group aims to maximize the client satisfaction and develop mechanisms aimed at identifying and responding to situations that may adversely affect the business continuity of its critical operations. The Group follows the following Policies and Codes, regarding its partners/suppliers:



## Supplier Code of Conduct

GRI 2-6, GRI 2-23, GRI 2-24, ATHEX ESG METRIC C-S8

The aim is to act as a set of guidelines that will define the basic standards of ethical behavior, values and principles of Sustainable Development, which the Group expects to be adopted by its suppliers/partners, in their transactions with it. In particular, the Supplier Code of Conduct aims to provide guidelines on the business conduct of the Group's Suppliers. In this context, all Group suppliers are required to acknowledge and adhere to the Supplier Code of Conduct.

The instructions regarding the business conduct of the Group's Suppliers are summarized below in 4 pillars.

<b>Labor practices</b>	<ul style="list-style-type: none"> <li>• Prohibition of forced labor and child labor.</li> <li>• Working hours and fees for work provided.</li> <li>• Avoidance of violence, harassment and discrimination.</li> </ul>
<b>Health and safety</b>	<ul style="list-style-type: none"> <li>• Occupational safety – Facilities safety &amp; security – Existence of emergency response systems.</li> <li>• Avoidance of drugs use</li> </ul>
<b>Legislative and regulatory compliance</b>	<ul style="list-style-type: none"> <li>• Bribery, Corruption, Fraud.</li> <li>• Conflict of interests.</li> <li>• Avoidance of unfair competition.</li> <li>• Protection of information and personal data.</li> <li>• Protection of facilities and intellectual property.</li> <li>• Products and services.</li> <li>• Environmental protection and protection of the interests of interested parties.</li> </ul>
<b>Compliance with the Supplier Code of Conduct provisions</b>	

More information is available on the [FOURLIS Group Supplier Code of Conduct](#) website.



## Due Diligence Policy on suppliers

GRI 2-6, GRI 2-23, GRI 2-24, ATHEX ESG METRIC C-S8

As part of the operations of the Regulatory Compliance Unit and having assessed the complexity and nature of its activities, the Group has adopted a Due Diligence Policy on suppliers. The policy describes the due diligence process implementation carried out by the Group's Regulatory Compliance Unit for the suppliers' acceptance.



## Policy and Procedure for the Prevention, Detection and Management of Conflicts of Interest

GRI 2-9, GRI 2-15, GRI 2-25

The Group has adopted and implements a “Policy and Procedure for the Prevention, Detection and Management of Conflicts of Interest”, which defines the concept of “conflict of interest” and sets out general principles, rules and organizational protocols for their prevention and treatment.

The Policy provides a reference to the Covered Persons and defines the prevention, disclosure and management procedures of the conflict of interest. The Policy does also determine certain exceptional conditions, when having conflicting interests would be acceptable for a member of BoD or a Senior Manager, as long as these interests are of limited character or are subject to appropriate management. The Policy also includes disclosure steps for all involved parties, in case an incident of conflict of interest is identified.

More information is available on the [Policy and Procedure for the Prevention, Detection and Management of Conflicts Interest](#) webpage.



## Suitability Policy

GRI 2-10, GRI 2-17

The Suitability Policy concerns the members of the Board of Directors (BoD) of FOURLIS HOLDINGS S.A. and was prepared in accordance with article 3 of Law 4706/2020 valid from 17/7/2021 and Circular no.60 of the Hellenic Capital Market Commission dated 18/9/2020. The Policy aims at ensuring the quality of the executive recruitment, the effective operation and fulfillment of the duties of the Board of Directors based on the Group’s general strategy and medium-long-term business goals, with the aim of promoting the company’s interest.

The evaluation criteria of the members of the Board of Directors, are divided into individual and collective suitability criteria. In particular:

### 1. Individual Suitability

- Efficiency of knowledge and qualifications.
- Character references and reputation.
- Conflict of interests.
- Independent thinking.
- Adequate availability.

### 2. Collective Suitability

- General criteria for Collective Suitability.
- Special criteria of Collective Suitability: Adequate representation by gender.





Prior to duty assignment, the candidate members of the BoD know, as much as possible, the culture, values and general strategy of the Company and are also adequately informed, in accordance with the policy and training process of new BoD members of the Group as described in its Internal Regulation Charter. In this context, the Group ensures the continuous training and education of the BoD members, the senior officers as well as persons involved in internal audit, risk management, regulatory compliance and information systems. Specifically, the Group cares so that the aforementioned persons monitor, at regular intervals, training seminars related to the range of their duties and to the object of the business activities of the Company, including Sustainability Development/ESG topics.

More information is available on the [Suitability Policy](#) webpage, while the Policy for the Training of Officers is available on the [Charter of Operations](#) webpage.



## Remuneration Policy

GRI 2-19, GRI 2-20

The Remuneration Policy concerns the members of the Board of Directors (BoD) of FOURLIS HOLDINGS S.A. and contributes to the business strategy and the long-term interests and sustainable development of the Group. The Policy defines in detail both the existing rights of the members of the Board of Directors and the obligations of the Company towards them and the terms under which the remuneration will be provided in the future.

More information about the remuneration of the executive members of the Board of Directors (fixed and variable) of the Group is available at the webpage [Remuneration Policy and Board Members' Remuneration Report](#).



## Policy of Equal Opportunities and Diversity

GRI 2-10

FOURLIS Group is committed to provide equal opportunities for all employees and qualified applicants for employment, at all levels of hierarchy, regardless of race, color, religion, national origin, gender, sexual orientation, age, disability, marital status, etc. and expressly prohibits any discrimination or harassment.

With a view to achieving a sustainable and balanced development, the Group sees increasing diversity as an essential element in supporting attainment of its strategic objectives and its sustainable development.

Accordingly, Board and Executive Officers' diversity is based on a number of aspects, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.

More information is available on the [Policy of Equal Opportunities and Diversity](#) webpage.



## Internal Control System



### Internal Audit Department

The Internal Audit Department operates in accordance with articles 15 and 16 of Law 4706/2020, the Hellenic Corporate Governance Code voluntarily adopted by the Company and the provisions of the Internal Regulations Charter, Internal Audit Charter, which has been approved by the Company's Board of Directors, describes its responsibilities, duties and obligations in the above-mentioned context.

More information is available on the [Internal Audit Department](#) webpage.

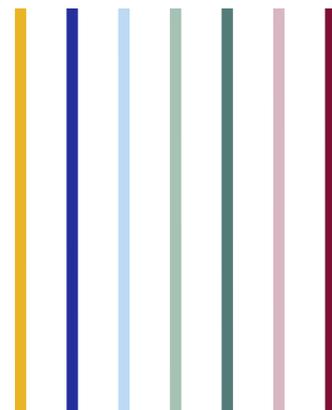


### Regulatory Compliance Unit

The Regulatory Compliance Unit of the Group operates in accordance with Law 4706/2020 providing relevant services to the important subsidiaries of FOURLIS Group. The main mission of Regulatory Compliance Unit is the establishment and implementation of proper and up-to-date policies and procedures, so that the full and continuous compliance of the Company with the relevant applicable regulatory framework can be timely achieved and a full picture about the extent of fulfilment of this purpose shall at any time exist.

The Regulatory Compliance Unit is independent and is operationally subject to reporting to the Board of Directors and administratively subject to reporting to the Chief Executive Officer. The Head of Regulatory Compliance has the option to access all required information sources, has adequate knowledge and experience and prepares the annual action plan for the regulatory compliance of the Company, which is approved by the Chief Executive Officer. The Head of Regulatory Compliance monitors the implementation of the annual action plan.

More information is available on the [Regulatory Compliance Unit](#) webpage.





## Risk Management Unit

GRI 2-23, GRI 2-24

The Risk Management Unit is an independent body, with operational reporting to the Board of Directors and administrative reporting to the CEO and the Risk Management Head has access to all required sources of information, as well as sufficient knowledge and experience.

The Group has adopted the “Enterprise Risk Management” (ERM) methodology which facilitates and enables the organization to identify, evaluate and manage risks through a structured approach. The methodology is based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) ERM framework which provides directions for the incorporation method of the ERM minutes and captures their implementation principles. In this context, certain risks were identified and evaluated which were recorded in the Risk Register of the Company.

More specifically, the risk categories are: Profitability and Liquidity, Reputation and Ethics, Society and People, Regulatory Compliance, Strategy, Customers, Health and Safety, Growth and Competition, Technology and Operations.

The most important non-financial risks identified within the Group are indicated below:

- **Risk related to the category Society and People:** The possibility for the Group to face difficulties in attracting, developing, (including training) and retaining of the required skills and talents (including new skills in digital technologies), as well as the relevant impact on the Group’s performance.
- **Risk related to the category Strategy:** The possibility of misaligning the business strategy with the ESG obligations (Environmental, Social and Corporate Governance), such as Climate & Sustainability, and the expectations of the corporate governance and the relevant implications on the financial results and the reputation of the Group.

The BoD provides written instructions and guidelines for general and specific risk management procedures.

More information is available on the [Risk Management Unit](#) website, as well as in the [Annual Report of the Board of Directors for 2022](#).



## Information Security Unit

The main responsibilities of the IT and Security Division is the Group IT Management, the development of IT strategy, the implementation of new IT projects, support, maintenance and upgrade of the IT infrastructure of the Group, implementation, support and maintenance of various IT software applications and systems and the information security.

More information is available on the [Information Security Unit](#) webpage.





## Evaluation of the Internal Control System (ICS)



The Group has a specific procedure for a periodic evaluation of the Internal Control System (ICS), performed by an objective, independent, evidently certified and adequately experienced assessor, as defined in article 9 and article 14 of Law 4706/2020 and specified by decision 1/891/30.9.2020 of the Board of Directors of the Hellenic Capital Market Commission. The objectives of its evaluation, as defined in the evaluation process of the Group's ICS, are the following:

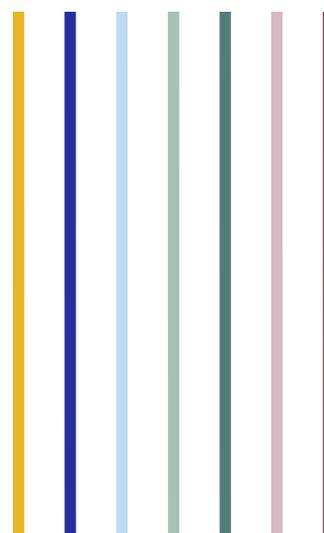
- Control Environment
- Risk Management
- Control Activities
- Information & Communication
- Monitoring

The periodic evaluation of the Internal Control System (ICS) is carried out on adequacy and effectiveness of financial and non-financial information on a separate and consolidated basis. Likewise, it addresses risk management and the regulatory compliance, according to the recognized evaluation and internal control standards, as well as the implementation of the corporate governance provisions of the current legal framework.

The Group's Board of Directors is responsible for the adequate and efficient operation of the Corporate Governance System and the Internal Control System. The evaluation of the ICS is part of the overall evaluation of the Corporate Governance System of FOURLIS HOLDINGS S.A.

The ICS Evaluation results in a concise but also detailed report covering the aggregate findings and possible risks in relation to the evaluation objects. The recipients of the concise and detailed report are the Board of Directors and the Group's Audit Committee.

More information is available on the website [External Independent Evaluation of Internal Control System](#).





## Preventing and dealing with corruption, bribery and fraud



Established Group's bodies (BoD, Committees, Units), as well as codes, policies and procedures based on the precautionary principle and as described above, are taking into consideration issues of preventing and dealing with corruption, bribery and fraud. To combat such incidents, the Group also implements the following policies and procedures:

- Policy to prevent and combat money laundering and terrorism financing.
- Compliance process regarding related parties' transactions.

In this context, a management procedure is applied for every incident of corruption, bribery, or fraud and in each case the Top Management, the Internal Audit Department and the Regulatory Compliance Unit are informed.

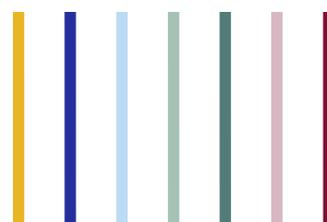
## Performance

GRI 2-16, GRI 2-27, GRI 205-3, GRI 206-1, ATHEX ESG METRIC A-G2

While implementing the Senior Management informational procedure for addressing fraud and corruption incidents, during the period 1/1-31/12/2022, 10 cases of small-scale fraud and concluded as non-material from a financial perspective, were recorded. These cases were detected by the Group's companies' internal safeguards and were evaluated as non-material and the necessary actions were immediately taken by the Group.

In 2022, no critical concerns were communicated by stakeholders to the BoD, while there was no incident of non-compliance with laws and regulations, resulting in monetary or other type of loss for the Group.

In 2022, there were no legal actions, pending or completed, regarding anti-competitive behavior and violations of anti-trust law, in which FOURLIS Group companies have been identified as participants.



# DATA PRIVACY



## MATERIAL TOPIC

## Management approach

GRI 3-3, ATHEX ESG METRIC C-G6

FOURLIS Group adheres not only to the European Legislation, but also to the local legislations of the countries where it operates, regarding personal data protection of the natural persons who transact with the Group, maintaining a relevant policy. Respecting privacy is a core element of both the Code of Conduct and policies embedded in FOURLIS Group and its subsidiaries' operations.

FOURLIS Group values the trust of all people involved in transactions with the Group and has designed and implements (to all its subsidiaries), a personal data and sensitive personal data protection policy for all natural persons (visitors, partners, customers, suppliers and current, ex and applicant employees). It protects, with due diligence, the personal information it collects for business needs, after legal consent, and it makes sure to safeguard the rights of natural persons, in accordance with the existing legislation and the general Data Protection Regulation (GDPR), in all the countries where its companies operate. All Group employees, in all countries where it operates, have been trained in GDPR issues either through live seminars or through e-learning. GDPR training is also part of the induction program for new employees. Compliance with the relevant legislation and data security is examined at Group's Companies Board of Directors level.

## Performance

GRI 418-1

In 2022:

- Unrestricted implementation of policies and procedures in relation to personal data protection continued.
- 6 audits were carried out by the Internal Audit Department, from which no high-risk findings in personal data matters were found (some of the audits did not exclusively concern GDPR issues).
- There have been no substantiated complaints and reports about breaches of customer privacy, nor incidents of identified leaks, theft or loss of customer data and, by extension, no violation of the provisions of the General Data Protection Regulation (GDPR) and Law 4624/2019 has been detected by the Competent Authority.

# ENSURING THE HEALTH, SAFETY AND ACCESSIBILITY OF CUSTOMERS AND VISITORS



**MATERIAL TOPIC**

*\*included in the Material Topic "Health and Safety".*

## Management approach

GRI 3-3

### Facilities/Stores

Placing particular emphasis on prevention, FOURLIS Group complies with current legislation and applies a Health and Safety Policy (included in the Internal Labor Regulations of its companies) for all Group's subsidiaries, across the countries of operation.

The Policy includes a wide range of relevant procedures, measures and initiatives, regarding the safe stay of visitors, customers, partners and employees in the Group's facilities. Any variations of the relevant procedures, by country or region, depend on the size of the facilities as well as on the existing national legislation of the Group companies' country of activity. In this context, some of the practices applied at FOURLIS Group are the following:

- Cooperation with an external service provider on accident protection and prevention.**
- Written occupational risk assessment, according to existing methodology and legislation.**
- Measures taken for reducing "emergency pick" incidents, in order to prevent accidents at the IKEA stores.**
- Infirmaries equipped with medical beds and automatic external defibrillators in all the IKEA stores, as well as in the TRADE LOGISTICS S.A. distribution center and at FOURLIS Headquarters.**
- Provision of wheelchairs at IKEA stores' entrance, as well as of accessible lavatories and parking spaces, aiming to provide safe accommodation and transportation for people with disabilities.**

In order to ensure the adherence to the Health and Safety Policy, regular audits are carried out by safety technicians in all the facilities of FOURLIS Group. All health and safety incidents occurring within the Group's facilities and stores are reported. At the same time, in the context of the policy, a Safety Report is compiled for each store as well as a consolidated one for all of them. The report includes information not only on the number and type of incidents, but also on the way they were addressed. Through these reports the Group is able to receive useful information regarding the effectiveness of its policies so as to proceed to the improvement of the applied practices, where needed.



## Products

Impacts on the health and safety of customers during product use may be caused by either defective design and inadequate operating instructions, product misuse or improper products assembly.

The Group manages health and safety topic through the compliance of the products traded by its subsidiaries, in all countries of its activity, ensuring cooperation with suppliers and franchisors that meet European and national quality and safety laws and regulations for the products it sells.

(The above include food, available through restaurants in the IKEA stores).



IKEA provides a multiannual product guarantee, which in some cases reaches 25 years, while a product withdrawal policy is followed and applied. At the same time, IKEA monitors product returns and if an increased number of returns of an item is observed (due to a defect), specific procedures, that have been defined worldwide by IKEA, are followed for the information of all interested parties.

In addition, a Food Safety System, according to the international standard ISO 22000, is implemented in all IKEA stores' restaurants in Greece and Cyprus. For the stores in Bulgaria the recertification process has begun and is expected to be completed in 2023. More information regarding any current recalls is available on the company's website

**Product Recall | IKEA Greece.**



Both INTERSPORT's and The Athlete's Foot's policy focuses on the inclusion of terms in their contracts with suppliers, which stipulate the compliance with all applicable regulations and laws, regarding the products that they source from them. In cases of defective products, INTERSPORT & The Athlete's Foot immediately proceed to their withdrawal and replacement and initiates all the necessary procedures in order to inform all the pertinent institutions, such as the Ministry of Development and Investments, consumers' associations and consumers in general, via a specific press release.

## Performance

GRI 416-2, ATHEX ESG METRIC SS-S1

### Facilities/Stores

- For 2022, there were no fatalities and/or high-consequence accidents of customers, visitors and partners at the Group's companies' stores and facilities.
- 2 audits were carried out by the Internal Audit Department at IKEA and INTERSPORT stores in the category of Health and Safety of Stores.

### Products

- There were no cases of non-compliance with the legislation and/or voluntary Health and Safety codes for FOURLIS Group's products.
- 1 audit was carried out by the Internal Audit Department at an IKEA store restaurant for health and safety issues and specifically in the category Food Hygiene and Safety. The audit did not reveal any high-risk findings.



## Compliance, product labeling and responsible communication



IKEA products have special labeling and signs informing consumers on details related to product manufacturing and origin, their environmentally friendly characteristics, dimensions, products life cycle, whether a product must be used only by adults, etc.

Moreover, in compliance with the relevant legislation of the European Union and more specifically with the Regulation for energy labeling (EU) 2017/1369, the new energy labels are available on specific appliances sold, as well as to all lamps.

More information is available on the website [New energy label | IKEA Greece.](#)

For the advertising and promotion of the Group's IKEA products, in all countries of operation, the communication code applied by IKEA worldwide is followed, as well as all conduct, marketing and communication codes and the market regulations that there is an obligation to comply with, while also taking into consideration local needs. Regarding the promotion of the IKEA products, the relevant policy is adapted to local consumer needs and specificities. For this reason, the setup of the IKEA stores varies according to their location, in order to meet local community's standards and local culture.

The company mainly uses electronic media, with a steady increase in the use of new forms of communication, such as digital media and social networks. The Communication Division and the Marketing Department are responsible for the company's marketing policy.

IKEA aims at constantly making the shopping experience as pleasant as possible, offering free playground facilities and parking, while facilitating its customers' purchases by offering competitive prices and discounts throughout the year. In 2021 the "Instant Loan" program continued. This is a new installment plan without a card (6 to 48 installments), that is provided in stores by a partner bank and ranges from €250 to €15,000.

Aiming to reward IKEA customers and to create added value, the IKEA Family program was developed, which at the end of 2021 numbered 621,422 members in Greece, 107,163 in Cyprus and 183,547 in Bulgaria. IKEA Family is an important initiative which aims to improve consumer loyalty. In the context of this program, members are rewarded with points that can be redeemed in discounts on their purchases at IKEA stores. At the same time, the members are informed about the company's promotional activities and news.

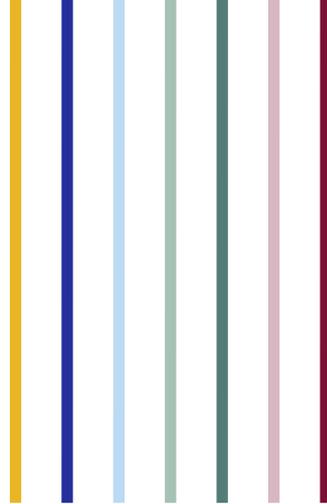
The Commercial Division of INTERSPORT and The Athlete's Foot, which is also responsible for product compliance, ensures that market provisions are followed, as well as the European Union CE labeling. The products have specific labeling and signs in order to provide information and advice to consumers regarding their use, as well as information about their manufacturing, etc.

Respectively, INTERSPORT's marketing and communication strategy is defined by its vision, to bring sports to the people and the Athlete's Foot mission to bring style to sports, always having as a principle to meet consumers' needs. Both INTERSPORT's and the Athlete's Foot's marketing policies focus on 2 areas: corporate communication and product promotion. The product communication and promotion methods include various media such as TV and radio, online advertising, etc., while all codes of conduct, marketing and communication, as well as the market regulations that the companies are obliged to adhere to in all countries of operation, are being followed.

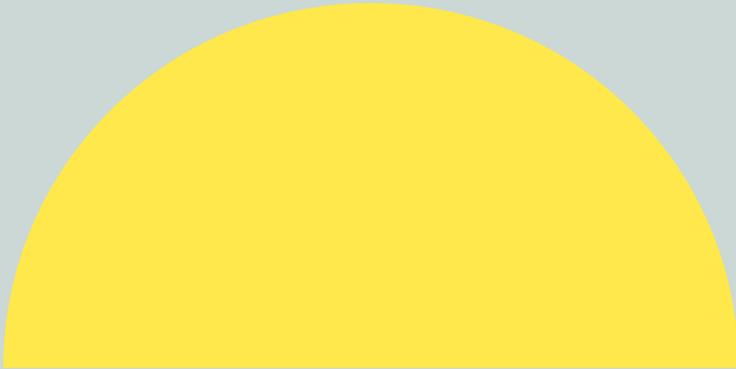
Additionally, since 2000, the year when INTERSPORT ATHLETICS S.A. started operating in Greece, it constantly supports consumers by offering a wide variety of quality sports equipment in a range of prices, making sporting goods more affordable, while aiming to reward INTERSPORT's customers and to create added value, it developed the "Score For More" program which numbers 615,492 members in Greece, 378,372 members in Romania and 45,603 members in Cyprus. The Score for More loyalty program is an important responsible product promotion initiative, aiming to improve consumer loyalty and to develop consumer relationships with the company. In the context of this program, members are rewarded with points that they can redeem on discounts on their purchases at INTERSPORT stores. At the same time, members are informed about the company's promotions and news.

**It is worth mentioning that in 2022:**

- There were no incidents of non-compliance, regarding the provision of information and the labeling of products and services.
- There were no incidents of non-compliance with regulations and voluntary codes, regarding marketing communication, including advertising, promotion and sponsorship.



# FOR THE ENVIRONMENT



**FOURLIS Group recognizes the importance of protecting the environment, as well as the challenges arising from climate change.**

In this context, the Group monitors the impact of its activities, while carrying out a series of initiatives and interventions aimed at reducing its environmental footprint, by saving and recycling natural resources, reducing greenhouse gas emissions from its operation, as well as raising awareness of its employees and the public on environmental issues and on adopting a responsible attitude to life.

The Group's companies are responsible for the monitoring and implementation of the legislation related to their activities, as well as for the voluntary measures taken and the respective implementation of procedures and practices aiming to reduce their environmental impacts. The role of the Group's parent company, through the Sustainable Development and Social Responsibility Division, is to monitor the relevant procedures and practices, as well as to collect and compare their results with previous years' data. Through this process, the Group can present to its stakeholders the results of the practices it applies and to set up new objectives for the following years, shaping the relevant strategy.

The Group is also in the process of reviewing the obligations arising from the National Climate Law, with the aim of implementing the requirements for the publication of greenhouse gas emissions, which will be based on the GHG Protocol (Greenhouse Gas Protocol) and ISO 14064-1:2018.

# CLIMATE STABILITY AND AIR POLLUTANTS



## MATERIAL TOPIC

### Management approach

GRI 3-3

#### Energy consumption and greenhouse gas emissions

FOURLIS Group's companies systematically monitor electricity, heating oil and natural gas consumption at their facilities and proceed with the necessary interventions, where and when necessary, aiming at the reduction of their environmental footprint.

Given that the Group's facilities are highly diversified and for the effectiveness of the interventions made for energy consumption reduction, the differences between the companies' facilities have been considered and relevant practices for improving their energy efficiency are applied.

Below some indicative examples of such practices are presented for the entire Group:



Continuous replacement of IT systems with new technology and low energy consumption ones.



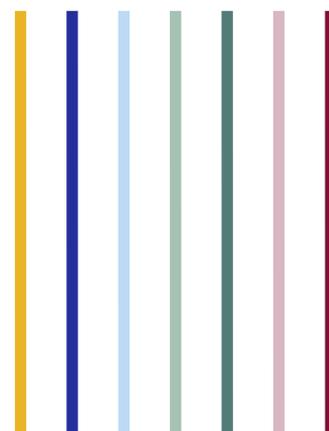
100% use of new technology LED screens with an off-mode option when not in use.



Use of blade servers, which consume less energy than conventional ones.



Informing and raising employees' awareness regarding energy efficiency in the workplace.



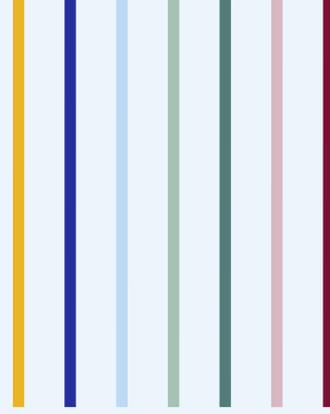


At the IKEA stores' facilities, for the design of which environmental criteria were considered, specific measures are applied to improve energy efficiency, such as:

- Installation of digital heat sensors at various stores' locations, which by contacting the management system, automatically adjust the heating needs and thus, natural gas and electricity consumption.
- Better management of all facilities' openings, like, for example, via the adjustment of automatic doors opening time and distance, as well as via air curtains installation.
- Temperature adjustment for the water used at the restaurant to conserve natural gas, which is used for heating it.
- Gradual addition of solar energy use systems to produce hot water for both general use and for the restaurant. In 2022, the project implementation remained at the same levels as in 2021 (80%).
- Gradual installation of inventor systems at boilers to conserve natural gas. In 2022, the project implementation remained at the same levels as in 2021 (60%).
- Gradual supply and use of peak power consumption management systems, optimizing/deferring the operation of power-operated installations and appliances. The project is at an initial stage of implementation.
- Planning for the supply and use of power upgrading devices to optimize the air-conditioning.
- Planning for the supply and use of automations for minimizing the amount of automatic expulsion of conditioned air, beyond actual usage requirements, to minimize the energy consumption for the air conditioning of the premises.

In addition, the company proceeded and is currently at an advanced stage (90% during 2022) of restructuring the way it handles the issue of regular/preventive and repairing maintenance of its building facilities and systems, aiming at two key areas:

- The management and assurance of the proper operational quality of all buildings' systems and facilities, in order to avoid operational failures, to maximize their performance and longevity and to ensure the economy of operations and to minimize any kind of environmental impacts. In 2022, the project implementation remained at the same levels as in 2021 (80%).
- The management and assurance of the maintenance and/or the upgrade of the quality of the building envelope to ensure the maximum economy of operations and the minimization of any kind of environmental impacts.



It is worth mentioning that the full integration and implementation of all provisions of the European legislation has already been completed (100%), e.g., full implementation of procedures to ensure the provisions of the European Regulation EU 517/2014, which replaced the previous corresponding EC 842/2006, on the control of the use and emission in the environment of fluorinated greenhouse gases.

At the same time, to avoid the risk of increased energy consumption due to the aging of the basic E/M buildings' installations, HOUSEMARKET is in the process of progressively implementing the installation of electric power generation systems on its buildings' roofs, aiming to maximize the facilities' use that do not produce any form of burden to the environment.

In this context, in 2021 the operation of a photovoltaic electricity production system with net-metering at the IKEA Cyprus store started. The total energy production in 2021 amounted to **777 MWh**, while **698** metric t of **CO<sub>2</sub>e** reached the amount of greenhouse gases that were not released in the atmosphere at the same period.



## TRADE LOGISTICS

Indicative measures implemented by TRADE LOGISTICS, aiming at the reduction of energy consumption at its facilities:

- Conversion of hardware layouts in all the company's power distribution panels by specialized electrical installers, so that all panels operate according to the modern ELOT HD384 standard.
- Electrical autonomy of the loading and unloading areas on the warehouse ramps, in order to illuminate only the ramps that are selected for operation.
- Operation of new 80W LED road lighting and 400W LED floodlights in the surrounding area, where 60% of the lighting operated with 250W sodium vapor road lighting and 1000W sodium vapor field floodlights respectively.
- Replacement of 250W sodium vapor bell type luminaires with new 100W High Bay LED bell type luminaires, in the high parts of the warehouse.
- Electrical autonomy of the warehouse spaces, in which the packing stations of the e-shop and the INTERSPORT stores operate, so that their lighting needs are optimally reduced.
- Coverage of translucent panels with a special fabric, to limit the radiation entering the building. Measurements showed that 50% of the heat entering the building comes from translucent panels that cover 8% of the roof of the building. A special fabric was placed on all translucent panels which reduces by 80% the heat that enters from them. This fabric can be removed during winter and repositioned during summer.
- Since March 2013, TRADE LOGISTICS has proceeded with the installation and operation of a photovoltaic system to produce electricity on the roof of its warehouse, with an average annual capacity of 1,400 MWh. In 2022, the total energy production reached 1,432 MWh, while the greenhouse gas (GHG) emissions that were not released to the atmosphere during the same period reached t 1,308 CO<sub>2</sub>e.
- A contract was signed with HEDNO in 2022, for the installation of a new 1MW photovoltaic system on the roof of the Schimatari warehouse, to produce electricity through Net Metering. The installation of the system will take place in 2023.



### Replacement of lamps/air conditioners

In 2022, INTERSPORT continued the program of replacement of high consumption lamps with LED bulbs in INTERSPORT and The Athlete's Foot stores in Greece, Romania and Bulgaria. This program will continue in 2023. At the same time, at the stores that are being renovated, energy-efficient technology air conditions are being installed.

Respectively, IKEA completed the replacement of conventional light bulbs with LED bulbs in commercial and non-commercial spaces of its stores in Greece and Cyprus. In Bulgaria, replacement has been completed in the stores' commercial spaces and is in progress at non-commercial spaces.

# Performance

## Energy consumption within the Group

GRI 302-1, GRI 302-3, ATHEX ESG METRIC C-E3

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022
<b>Fuels</b>		
Natural gas	GJ	28,121.7
Heating oil	GJ	4,812.7
Petroleum (G/S)	GJ	283.6
Diesel	GJ	3,953.7
Petrol	GJ	1,700.8
LPG	GJ	96.7
<b>Total fuel consumption from non-renewable sources</b>	<b>GJ</b>	<b>38,969.2</b>
<b>Total fuel consumption from renewable sources</b>	<b>GJ</b>	<b>0</b>
<b>Electricity</b>		
Total amount of electricity produced (photovoltaics)	GJ	7,952.0
	MWh	2,208.9
Electricity supplied	GJ	141,606.1
<b>Total energy consumption in Group</b>	<b>GJ</b>	<b>188,527.3</b>
	<b>MWh</b>	<b>52,368.7</b>
Percentage of electricity consumed in the Group in total energy consumption	%	75.1%
Percentage of energy consumed by the Group that comes from renewable sources	%	4.2%
Percentage of energy produced in the Group that comes from renewable sources	%	100%

## Energy consumption in Greece

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022
<b>Fuels</b>		
Natural gas	GJ	11,618.8
Heating oil	GJ	2,479.4
Petroleum (G/S)	GJ	207.2
Diesel	GJ	3,953.7
Petrol	GJ	1,700.8
LPG	GJ	96.7
<b>Total fuel consumption from non-renewable sources</b>	<b>GJ</b>	<b>20,056.7</b>
<b>Total fuel consumption from renewable sources</b>	<b>GJ</b>	<b>0</b>
<b>Electricity</b>		
Total amount of electricity produced (photovoltaics)	GJ	5,155.2
	MWh	1,432.0
Electricity supplied	GJ	93,657.8
<b>Total energy consumption in Greece</b>	<b>GJ</b>	<b>118,869.7</b>
	<b>MWh</b>	<b>33,019.4</b>
Percentage of electricity consumed in Greece in total energy consumption	%	78.8%
Percentage of energy consumed in Greece that comes from renewable sources	%	4.3%
Percentage of energy produced in Greece that comes from renewable sources	%	100%
<b>Energy intensity</b>		
Energy intensity	GJ/m <sup>2</sup>	0.35
Energy intensity calculation denominator	m <sup>2</sup>	342,953.1



## Energy consumption abroad

### Cyprus

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022
<b>Fuels</b>		
Natural gas	GJ	0
Heating oil	GJ	2,333.2
Petroleum (G/S)	GJ	0
Diesel	GJ	0
Petrol	GJ	0
LPG	GJ	0
<b>Total fuel consumption from non-renewable sources</b>	<b>GJ</b>	<b>2,333.2</b>
<b>Total fuel consumption from renewable sources</b>	<b>GJ</b>	<b>0</b>
<b>Electricity</b>		
Total amount of electricity produced (photovoltaics)	GJ	2,796.8
	MWh	776.9
Electricity supplied	GJ	13,850.9
<b>Total energy consumption in Cyprus</b>	<b>GJ</b>	<b>18,980.9</b>
	<b>MWh</b>	<b>5,272.5</b>
Percentage of electricity consumed in Cyprus in total energy consumption	%	73.0%
Percentage of energy consumed in Cyprus that comes from renewable sources	%	14.7%
Percentage of energy produced in Cyprus that comes from renewable sources	%	100%

### Bulgaria

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022
<b>Fuels</b>		
Natural gas	GJ	14,889.8
Heating oil	GJ	0
Petroleum (G/S)	GJ	76.4
Diesel	GJ	0
Petrol	GJ	0
LPG	GJ	0
<b>Total fuel consumption from non-renewable sources</b>	<b>GJ</b>	<b>14,966.2</b>
<b>Total fuel consumption from renewable sources</b>	<b>GJ</b>	<b>0</b>
<b>Electricity</b>		
Total amount of electricity produced (photovoltaics)	GJ	0
	MWh	0
Electricity supplied	GJ	22,316.9
<b>Total energy consumption in Bulgaria</b>	<b>GJ</b>	<b>37,283.1</b>
	<b>MWh</b>	<b>10,356.4</b>
Percentage of electricity consumed in Bulgaria in total energy consumption	%	59.9%
Percentage of energy consumed in Bulgaria that comes from renewable sources	%	0%
Percentage of energy produced in Bulgaria that comes from renewable sources	%	0%

## Romania

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022
<b>Fuels</b>		
Natural gas	GJ	1,613.1
Heating oil	GJ	0
Petroleum (G/S)	GJ	0
Diesel	GJ	0
Petrol	GJ	0
LPG	GJ	0
<b>Total fuel consumption from non-renewable sources</b>	<b>GJ</b>	<b>1,613.1</b>
<b>Total fuel consumption from renewable sources</b>	<b>GJ</b>	<b>0</b>
<b>Electricity</b>		
Total amount of electricity produced (photovoltaics)	GJ	0
	MWh	0
Electricity supplied	GJ	11,780.6
<b>Total energy consumption in Romania</b>	<b>GJ</b>	<b>13,393.7</b>
	<b>MWh</b>	<b>3,720.5</b>
Percentage of electricity consumed in Romania in total energy consumption	%	88.0%
Percentage of energy consumed in Romania that comes from renewable sources	%	0%
Percentage of energy produced in Romania that comes from renewable sources	%	0%

- The Group does not sell electricity, heating, steam, cooling.
- The energy intensity is calculated with the energy consumption (fuel and electricity) within the organization per square meter for all FOURLIS Group facilities (excluding fuel consumption for the use of corporate vehicle fleet). The countries Cyprus, Romania, Bulgaria are excluded, as data (m<sup>2</sup>) are not available for the calculation of intensity.
- Energy consumption was calculated by multiplying raw data by the corresponding conversion factors.
- For the calculation of electricity and fuel consumption, unit conversion factors (MJ, kWh, lt) from the DEFRA methodology guide (Department for Environment, Food & Rural Affairs) were used.
- For Cyprus, Bulgaria, Romania, the following data are not available: fuel consumption, square meters.

## Greenhouse Gas Emissions

GRI 305-1, GRI 305-2, GRI 305-4, ATHEX ESG METRICS C-E1, C-E2

To reduce its environmental impact and contribute to climate change mitigation, FOURLIS Group has assessed the carbon footprint of its activities in accordance with the guidelines of the National Climate Law (4936/27.05.2022). In this context, in 2023 the Group proceeded to the collection of energy-related data and calculation of direct (Scope 1) and indirect (Scope 2) emissions resulting from the activities of all Group companies in Greece.

**Scope 1 emissions:** Includes direct emissions from fuels used by equipment, fleet vehicles, fire extinguishing systems and fugitive emissions from FOURLIS Group refrigerants. In particular, the fuels used are the following:



### Fixed equipment

- Natural gas
- Petroleum G/S\*
- Heating Oil



### Company vehicles

- Diesel
- Petrol
- LPG\*\*



### Fugitive emissions

Carbon dioxide emissions were calculated by combining activity data with the corresponding emission factors of the National Inventory Report - NIR Greece (2023), EIB (2023) and DEFRA (2022).

**Scope 2 emissions:** They arise from electricity supplied. The methodology for calculating emissions, results from the combination of activity data with the respective emission factors NIR Greece (2023) and DAPEEP (2022).

\* Generating sets (G/S) are small power plants that use fuel to create motion or mechanical energy which convert it into electricity.

\*\* Liquefied petroleum gas (LPG).

PERFORMANCE INDICATOR	UNIT OF MEASUREMENT	2022***
Total direct (Scope 1) greenhouse gas emissions	t CO <sub>2</sub> e	2,263
Total location-based indirect emissions* (Scope 2)	t CO <sub>2</sub> e	9,670
Total market-based indirect emissions** (Scope 2)	t CO <sub>2</sub> e	9,700
Total emissions (Scope 1 & Scope 2) – location based	t CO <sub>2</sub> e	11,932
Total emissions (Scope 1 & Scope 2) – market based	t CO <sub>2</sub> e	11,963
GHG emissions intensity within the Group	t CO <sub>2</sub> e / m <sup>2</sup>	0.034
Gases included in the calculation of indirect emissions (e.g. CO <sub>2</sub> , CH <sub>2</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all types)	CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O	

For the estimation of the carbon footprint of FOURLIS Group, the calculation method (activity data x emission factors) was used. For the emission factors, a combination of activity data was performed with the corresponding emission factors of suppliers DAPEEP (2022), NIR Greece (2022), EIB (2023).

\* Location-based emissions: they include the average emissions intensity of the country's grid where electricity is used (calculated using the average emission factor of the country's energy mix from the grid).

\*\* Market-based emissions: they include emissions calculated on the basis of the Provider's energy mix (e.g., PPC, NRG), taking into account Guarantees of Origin and other products specific to the origin of electricity that the Provider offered to a share of its customers during the year.

\*\*\* For consistency purposes, carbon footprint results may change during the period of the Report publication, as revised emission factors are expected from the Ministry of Environment and Energy, in the context of National Climate Law implementation.

## GHG emissions intensity

CO<sub>2</sub>e intensity is a disclosure used to manage and improve the greenhouse gas emissions of a corporate business operations. Based on the GHG Protocol, the GHG emissions intensity is calculated with a unit of measurement relevant to the company's activities. The carbon footprint disclosure can be particularly useful as a measure to monitor emission reduction based on future emission reduction actions by FOURLIS Group.

For 2022, the following disclosures were calculated for FOURLIS Group:



### CO<sub>2</sub>e intensity per m<sup>2</sup>

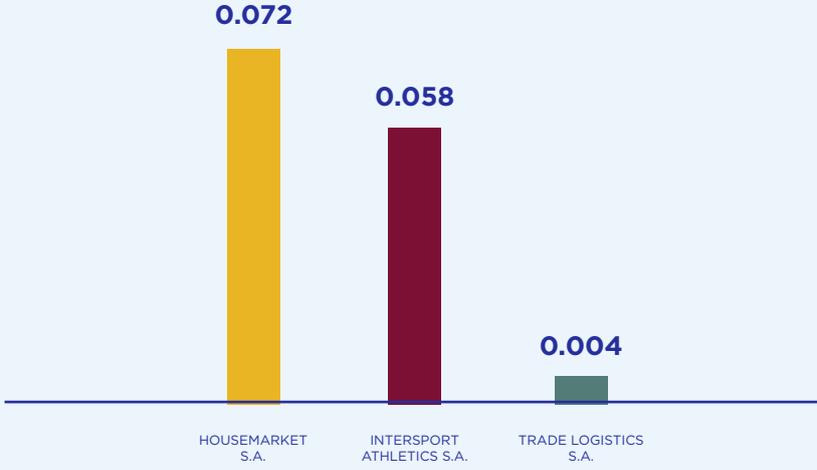
The CO<sub>2</sub>e intensity per m<sup>2</sup> disclosure was calculated by dividing the total emissions per company (Scope 1 and Scope 2 market based) by the area of the respective installation of the company.

Energy intensity disclosure (kgCO<sub>2</sub>e/m<sup>2</sup>) of Scope 1 and Scope 2 market-based emissions per m<sup>2</sup> for all FOURLIS Group installations.

# 0.034

t CO<sub>2</sub>e per m<sup>2</sup>

Intensity disclosure (tCO<sub>2</sub>e/m<sup>3</sup>) of Scope 1 and Scope 2 emissions market based per m<sup>2</sup> per company (excluding head offices).



Intensity disclosure (tCO<sub>2</sub>e/m<sup>3</sup>) of Scope 1 and Scope 2 market-based emissions per m<sup>2</sup> per company, headquarters only (excluding fuel consumption for the use of company fleet vehicles).





# TAXONOMY REPORT

ATHEX ESG METRIC A-S1

## EU Taxonomy of the European Council

The EU Taxonomy Regulation (2020/852/EU) is one of the tools established based on the European Green Deal, which aims to the transformation of the European Union into a modern, efficient, competitive and climate-neutral economy by 2050, in a fair manner.

The Regulation establishes the technical criteria for determining whether an economic activity qualifies as environmentally sustainable. Consequently, the Regulation sets a common classification system that investors can use, when investing in economic activities that have a significant positive impact on the climate, the environment and the society.

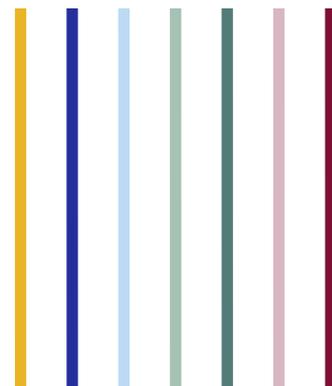
For an economic activity to qualify as environmentally sustainable i.e., Taxonomy-aligned, the activity is required to meet all the following requirements:

- Be Taxonomy-eligible, which means to be recognized (based on the NACE code) that it could have a substantial contribution to one or more of the six environmental objectives set by the Regulation.
- Contribute substantially to one, or more, of the six environmental objectives set by the Regulation.
- Do no significant harm any of the other five environmental objectives.
- Comply with the minimum social safeguards.

The six environmental objectives set by EU Taxonomy Regulation are the following:

- Climate change mitigation.
- Climate change adaptation.
- Sustainable use and protection of water and marine resources.
- Transition to a circular economy.
- Pollution prevention and control.
- Protection and restoration of biodiversity and ecosystems.

Currently, there are available technical screening criteria only for the two of the six environmental objectives, the climate change mitigation and climate change adaptation, through the Delegated Acts 2021/2139 and 2022/1214.



## Disclosure requirements of the EU Taxonomy Regulation

According to Article 8, paragraph 1, of EU Taxonomy Regulation (2020/852/EU), any undertaking that is subject to an obligation to publish non-financial information (according to article 19a and 29a of Directive 2013/34/EU), shall include in its non-financial statement or consolidated non-financial statement information on how and to what extent the undertaking's activities are associated with economic activities that qualify as environmentally sustainable.

Specifically, for disclosures that are published during 2023, concerning the financial year 2022, non-financial undertakings should disclose the following key performance indicators:

- Turnover proportion derived from products or services associated with economic activities that qualify as environmentally sustainable.
- Proportion of capital expenditure ("CapEx"), related to assets or processes associated with economic activities that qualify as environmentally sustainable.
- Proportion of operating expenditure ("OpEx"), related to assets or processes associated with economic activities that qualify as environmentally sustainable.

For reports published during 2022, concerning the financial year 2021, the non-financial undertakings had to disclose the above-mentioned key performance indicators concerning only Taxonomy-eligible and Taxonomy-non eligible economic activities.

## EU Taxonomy Report

The methodology for the determination of the key performance indicators of FOURLIS Group, was the following:

- Identification of the Taxonomy-eligible economic activities.
- Assessment to determine alignment of the Taxonomy-eligible economic activities based on the below:
  - Substantial contribution to the climate change mitigation and climate change adaptation environmental objectives.
  - Do no significant harm (DNSH).
  - Compliance with the minimum social safeguards, at Group level.
- Calculation of KPIs.

The methodology was based on Regulation 2020/852, its Delegated Acts, as well as any additional guidance released:

- The Climate Delegated Acts 2021/2139 and 2022/1214: These Delegated Acts establish the technical screening criteria (TSC) for determining the conditions under which an economic activity qualifies as contributing substantially to climate change mitigation and/or climate change adaptation environmental objectives, as well as for determining whether that economic activity do no significantly harm any of the other environmental objectives.
- The Disclosure Delegated Act 2021/2178: This Delegated Act specifies the content and presentation of information to be reported, concerning environmentally sustainable economic activities.
- Final Report on Minimum Safeguards: This Report, published by the Platform on Sustainable Finance, includes guidance on the application of the minimum social safeguards.



## Identification of the Taxonomy-eligible economic activities

The determination of the eligible economic activities of FOURLIS Group business activities was conducted based on the NACE codes associated with its activities.

FOURLIS Group is one of the largest retail groups of consumer goods, which operates in Greece, Cyprus, Bulgaria, Romania, and Turkey, in the following fields of business activity:



### **Home Furniture and Household Goods retail sale: through IKEA stores in Greece, Cyprus and Bulgaria.**

The Retail Trading of Home Furniture and Household Goods (IKEA Stores) also includes investments in real estate through the Group's subsidiary under the name TRADE ESTATES R.E.I.C., which was established in July 2021, the date on which it acquired the Group's properties through a contribution of the specific sector. TRADE ESTATES R.E.I.C., is one of the largest real estate investing companies in Greece and the only one with a specialized investing objective. The company aims at the acquisition and development of retail parks and logistics centers of next generation, following the strongest trend in new retail developments globally, providing consumers with easy, safe, and direct access to markets and services.



### **Sporting Goods retail sale: through INTERSPORT stores in Greece, Cyprus, Bulgaria, Romania and Turkey and through the Athlete's Foot stores in Greece and Turkey.**



### **Retail sale of Health and Wellness products**

In 2022, FOURLIS Group announced its entry into the rapidly growing Health and Wellness products sector, through a strategic partnership with Holland & Barrett, the largest retailer in Great Britain and one of the largest in Europe, in the Health & Wellness sector.



### **In the context of gaining benefits from synergies between the Group's subsidiaries, TRADE LOGISTICS S.A., one of the Group's subsidiaries, provides storage and distribution services in the above sectors, for all countries.**

The economic activities of FOURLIS Group for the financial year 2022 were identified eligible as a whole for the below activities:

- Activity 4.11. - Electricity generation through solar photovoltaic technology.
- Activity 7.3 - - Installation, maintenance and repair of energy efficiency equipment, related to the purchase of individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.
- Activity 7.7 - Acquisition and ownership of buildings.

More information is available in the **2022 Annual Financial Report** in the section EU Taxonomy Report, page 67.

# WASTE AND RESOURCE INTENSITY



## MATERIAL TOPIC

### Management approach

GRI 3-3, GRI 306-1, GRI 306-2

#### Proper materials' management and promotion of circular economy

Indicative examples of additional practices applied by the Group for the proper management of materials and the promotion of the circular economy are presented below:



#### **FOURLIS Group implements recycling programs in cooperation with competent bodies for sorting and appropriate treatment of individual waste categories.**

In addition, recycling programs are implemented at the facilities of FOURLIS Group companies with the participation of employees and the use of special recycling bins placed in the workplaces for this purpose. Recycling bins for plastic, paper, glass, lamps, batteries and small electrical and electronic appliances are also available to the public, at the IKEA stores.

Through financial contribution to the Hellenic Recovery Recycling Corporation (HERRCO), the Group's companies have, also actively supported the effort to stimulate recycling infrastructure in our country. According to HERRCO, the total amount of their monetary contributions from 1/1/2022 to 31/12/2022 can be matched and thus assumed to have financed the purchase of:

## 20

blue recycling bins from  
HOUSEMARKET S.A  
(IKEA stores)

## 261

blue recycling bins from  
INTERSPORT S.A.  
(INTERSPORT & The Athlete's Foot Stores)



#### **Aiming at the reduction of paper consumption across FOURLIS Group's companies, practices such as the following are implemented :**

- Use of fax servers.
- Use of duplex printing printers.
- Implementation of electronic tools for managing Human Resources issues.
- Ability to scan documents (document scanning) and their electronic storage.
- Electronic archiving and monitoring of contracts (e-docs system).
- Electronic system for submitting and approving/rejecting applications.
- Implementation of Managed Print Services.
- Electronic archiving and monitoring of documents of goods, expenses and fixed assets.





**The Group aims at limiting ink consumption and reducing printing.**

To achieve this goal, the Group implements new technology practices, such as the use of laser printers, which significantly contribute to the protection of the environment, as they require less ink to operate. In Greece, Cyprus and Romania all the ink cartridges used are sent for recycling. In Bulgaria and Turkey, ink cartridges used are refilled and reused, or when this is not possible, they are sent for recycling. Furthermore, in all Group's companies' stores, in all countries of operation, all the printers that issue customer receipts are thermal.



**Since 2021, the process of removing disposable plastics from IKEA store restaurants**

(e.g., glasses, lids, straws, plates, forks, etc.) and replacing them with corresponding paper or wooden ones has been completed.



**Since September 2016, HOUSEMARKET S.A. (IKEA Stores Greece) has implemented an electronic archiving system** for copies of invoices and credit notes, with significant benefits in paper savings.



**Since November 2017, INTERSPORT Greece has proceeded with the electronic archiving of copies of sales documents.**



**Since June 2022, all sales documents of the e-shop of INTERSPORT Greece, Cyprus and Romania are sent to customers/recipients in electronic form instead of paper form.**



**Since 2018, INTERSPORT Greece has proceeded to replace paper boxes with reusable plastics** for the transport of its goods from its central warehouse (TRADE LOGISTICS) to its stores in Attica and Thessaloniki. In 2021 this practice was also applied to the Patras stores, while in 2022 it was extended to Trikala and Larissa.



**Since 2017 INTERSPORT Greece and since 2022 INTERSPORT Cyprus, Bulgaria and Romania, use a packaging box for products purchased from their online store,** which is made from recycled materials and is recyclable.



**As of 2021, plastic bags have been completely abolished in INTERSPORT stores and only recyclable paper bags are now available.**

## Reduction of food waste

In the context of the commitments undertaken by IKEA worldwide, HOUSEMARKET (IKEA stores), a FOURLIS Group's subsidiary, is committed to reduce food waste by 50% at IKEA restaurants in Greece, Cyprus and Bulgaria by the end of 2022, as well as to raise public awareness about reducing food waste at home.

In this context IKEA:



**Continued the implementation of the waste reduction practices initiated in 2016 in all IKEA restaurants in Greece, Cyprus and Bulgaria.**



**Since August 2021, invested in an electronic food waste monitoring and recording system in restaurants' kitchens (Waste Watchers).** Also, a training, involving all stores' employees where the system "Waste Watchers" is applied (Kifissos, Airport, Thessaloniki, Cyprus, Sofia-Bulgaria), took place, addressing the effects of food waste on the environment and the importance of proper recording and management of stocks. By the end of 2023, the electronic system is scheduled to be implemented at IKEA stores in Maroussi (The Mall Athens), Piraeus, Ioannina, Larissa and Varna in Bulgaria.



**Continued to raise public awareness about reducing food waste at home.**



**In 2022 became a member of the "Alliance for the Reduction of Food Waste".**

The "Alliance for the Reduction of Food Waste" in Greece is an initiative of the organization BOROUME and the AB Vassilopoulos supermarket, which is constantly expanding, gaining multiplier dynamics. This collective effort brings together public authorities, professional and scientific bodies, food and catering businesses from all stages of the supply chain, civil society organizations, academic and research community bodies. In the context of the 10th Meeting of the "Alliance for Reduction of Food Waste" held in December 2022 at the Ministry of Environment and Energy, IKEA presented its strategy, objectives as well as actions, prevention initiatives and practices implemented to reduce food waste in its stores.





## Performance

### Proper material management and promotion of circular economy

GRI 306-3, GRI 306-4

Through the implementation of an electronic archiving system for copies of invoices and credit notes of HOUSEMARKET S.A. (IKEA stores in Greece), it is estimated that in 2022 the printing of a total of 785,962 A4 pages was avoided, while since the beginning of the implementation of this practice, the printing of 3,912,465 A4 pages has been avoided in stores, e-shop, as well as in the IKEA Pick Up & Order Points.

Through the implementation of an electronic archiving system for copies of sales documents, that INTERSPORT implements since November 2027, it is estimated that in 2022 the printing of 2,959,000 copies of documents was avoided, while from the beginning of this practice, the printing of a total of 13,127,199 copies of documents has been avoided.

Thanks to the implementation of the electronic sending of sales documents of the e-shop of INTERSPORT Greece, Cyprus and Romania to customers/recipients, it is estimated that in 2022 the printing of approximately 40,000 sales documents was avoided.

Thanks to the practice of replacing paper boxes with reusable plastic ones for the transportation of INTERSPORT Greece goods from its central warehouse (TRADE LOGISTICS) to its stores in Attica, Thessaloniki, Patra and Trikala, it is estimated that the cardboard boxes that were not used in 2022 reach a total of about 120,000 pieces, while since the beginning of the implementation of the practice it is estimated that the use of about 680,000 pieces of cardboard boxes has been avoided.

#### Materials' recycling

FOURLIS GROUP TOTAL	2022	2021	2020
Paper (kg)	2,424,546	1,901,731	1,811,703
Batteries (kg)	6,101	15,637	5,279
Cooking oil (lt)	20,386	6,085	14,445
Light bulbs (kg)	1,715	1,026	2,205
Aluminium (kg)	0	970	5
Glass (kg)	130	0	78
Plastic (kg)	81,775	79,834	86,419
Metal (kg)	119,690	46,080	23,285
Timber (kg)	100,041	146,364	111,070

#### Number of used ink cartridges used/recycled\*

	2022	2021	2020
Greece	2,275	2,383	2,107
Cyprus	240	340	328
Bulgaria	685	566	528
Romania	825	943	898
Turkey	40	32	N/A
Total	4,065	4,264	3,861

\* Data refers to all Group companies. All consumed inks are sent for recycling as mentioned in the subsection "Proper management of materials and promotion of the circular economy". In the year 2020, INTERSPORT Turkey is not included.



## PROPER MANAGEMENT OF FOOD WASTE

In 2022, HOUSEMARKET (IKEA stores) achieved the target set by IKEA globally, to reduce food waste by **50%** by the end of 2022, at IKEA restaurants in Greece, Cyprus and Bulgaria.

Specifically, during the period 1/1/2022-31/12/2022 HOUSEMARKET:



Based on the requirements of the latest recycling legislation, "Law 4819/2021 Submission of food waste data", HOUSEMARKET proceeded to data recording and mapping on types, quantity and ways of food waste management at IKEA stores in Greece.

TYPE OF FOOD WASTE	QUANTITY 2022 (t)	MANAGE/DISPOSE
Food waste in the preparation of meals*	7.099	Disposal to the green recycling bin of the respective Municipality
Meals prepared and not consumed, but suitable for consumption*	1.853	Donation in cooperation with the NGO "Boroume"
Raw materials and products unsuitable for human consumption (e.g., expired food, spoiled food)*	2.207	Disposal to the green recycling bin of the respective Municipality
Leftovers of customer meals on the plate**	15.466	Disposal to green recycling bin of the respective Municipality

\* Data as recorded by the Waste Watchers system operating in IKEA Airport, Kifisos, Thessaloniki stores.

\*\* The quantity has been estimated approximately.

# RESPONSIBLE WATER CONSUMPTION



At FOURLIS Group’s facilities a significant quantity of water is consumed, due to the sanitation needs and to the large number of visitors and employees. The Group monitors consumption per subsidiary and examines the implementation of additional measures, where necessary, to reduce water consumption at its facilities.

### Water consumption (lt)\*

	2022	2021	2020
<b>Greece</b>	<b>38,868,703</b>	34,238,560	38,004,348
<b>Cyprus</b>	<b>5,986,000</b>	5,008,000	5,203,000
<b>Bulgaria</b>	<b>29,139,780</b>	23,268,000	28,957,850
<b>Romania</b>	<b>1,610,000</b>	1,823,000	1,567,296
<b>Turkey</b>	<b>16,200</b>	N/A	N/A
<b>Total</b>	<b>75,620,683</b>	<b>64,337,560</b>	<b>73,732,494</b>

\* 2022 data include all FOURLIS Group companies with the exception of INTERSPORT stores in Bulgaria and the IKEA Pick Up and Order Point in Heraklion, Crete. 2021 & 2020 data was adjusted, to include the total bills that were not available at the time of the issuance of the Sustainable Development and Social Responsibility Report 2021. Respectively, the same procedure will be followed in the next Sustainable Development and Social Responsibility Report 2023.



# OFFERING PRODUCTS AND ACTIONS/ INITIATIVES THAT CONTRIBUTE TO A MORE SUSTAINABLE LIFESTYLE



IKEA stores offer sustainable products which are presented in detail on its website (**Sustainable products | IKEA Greece**).

In relation to the restaurants of the IKEA stores and the IKEA Swedish food market, the following are mentioned:

- Salmon served in the IKEA stores' restaurants and sold by the IKEA Swedish food market originates from Aquaculture Stewardship Council (ASC) certified farms.
- Seafood served in the IKEA stores' restaurants and sold by the IKEA Swedish food market, originate from fisheries that are independently certified according to the Marine Stewardship Council (MSC) standards.
- IKEA chocolates and coffee are UTZ certified. This means that cocoa and coffee originate from sustainable crops that create better living opportunities for producers and their families.
- In 2020, IKEA enriched its meatball line with the new vegetables' meatballs, HUVUDROLL, made from pea protein, oats, potatoes, onion and apple and have the same taste and texture as the classic IKEA meatballs. The herbal ingredients of this new product come from sustainable choices, with a very small environmental footprint (4%)



INTERSPORT & The Athlete's Foot stores have products promoting a sustainable lifestyle and are presented in detail on the website [www.intersport.gr/en](http://www.intersport.gr/en)



## Additional Sustainable Development actions and initiatives



Inter IKEA Group\* applies the following, which also concerns the company HOUSEMARKET (IKEA Stores) of FOURLIS Group in Greece, Cyprus and Bulgaria:



IKEA, worldwide, is committed to the use of renewable and recycled materials in all of its products, by 2030.



With the flat packaging, IKEA achieves a reduction of carbon emissions from transportation from the factory to the store and from the store at home, as well as reduction of transportation cost.



In 2022, IKEA announced the gradual elimination of plastic from the packaging of its consumer products. The replacement of the packaging of the new product inventory will be completed by 2025, while the existing inventory by 2028. With this gradual elimination, IKEA aims to reduce plastic waste and plastic pollution, leading the industry agenda to the development of packaging products based on renewable and recycled materials.

\* More information about Inter IKEA Group is available on the website: <https://www.inter.ikea.com/en/this-is-inter-ikea-group>.

### HOUSEMARKET (IKEA stores)

#### Consumers

Through advertising channels, the company encouraged its consumers in Greece, Cyprus and Bulgaria to undertake small changes and sustainable habits with a major impact on the environment, such as replacing plastic with reusable polyester recycled bags, reducing the use of single-use plastic with the recyclable and reusable bottles, using of glass containers to store leftover food, recycling, use of rechargeable batteries, replacing of LED lamps and using of faucets with smart mechanism for consumption reduction. Through these channels, the company communicated its own actions in the context of environmental protection such as:



The removal of all disposable plastics from restaurants and products.



Exclusive offer of LED lamps, which consume 85% less energy.





The availability of IKEA water faucets that lead to the reduction of water consumption by up to 50%, through their special mechanism.



The gradual withdrawal of common batteries and the adoption of the use of rechargeable batteries.



The use of sustainable and recyclable raw materials in the production of IKEA products.



Reduction of food waste.

The company also:



Created the online guide for a sustainable life at home  
<https://www.ikea.gr/en/simple-changes-for-a-more-sustainable-life/>



Created on [www.ikea.gr](http://www.ikea.gr) website a section presenting IKEA's strategy, commitments and practices in the pillars: Health and Sustainable Living, Circular and Climate Positive, Fair and Equal.



Participated in a TEDx organized by the University of Piraeus and implemented a workshop with participating students, in the context of which it presented its strategy for sustainability and held a discussion on possible future actions in the field of sustainable development.



## Action in cooperation with PPC

The company organized, once again in 2022, a joint action with Public Power Corporation (PPC) in the context of which the visitors of the IKEA Airport, IKEA Kifisos and IKEA Thessaloniki stores had the opportunity to be informed, by experienced PPC executives, about integrated energy saving solutions and get ideas for a more sustainable life at home from IKEA. A competition was also held, where 5 winners won gift cards worth €3,000 for purchases of sustainable products and 5 winners received 6 months of free electricity with Green Pass and technical study for house energy upgrade. Educational activities were also carried out, where children had the opportunity to learn how to make responsible choices about the planet and to win gifts.

## Charging stations for electric cars

Since 2020, 2 charging stations for electric cars operate in the IKEA Sofia store in Bulgaria, as part of the Eldrive network which provides more than 700 charging points for electric cars. Moreover, at IKEA Bulgaria rentable electric vans are available at affordable prices to customers who do not own or have a small car, in order to transport their purchases to their destination.

In 2021, 2 car charging stations were installed at the IKEA Airport store and 1 charging station at the IKEA Thessaloniki store, while in 2022, 2 additional stations were installed at the IKEA Thessaloniki store.



## Institutions

Since December 2021, HOUSEMARKET S.A. supports, through the Hellenic Advertisers Association, the Planet Pledge initiative in Greece. The aim of the initiative is to make marketing and communication a driving force to address the major environmental issues that threaten the planet.



At INTERSPORT & The Athlete's Foot:



In 2022 INTERSPORT Greece launched the 1st ecofriendly INTERSPORT store in the world, in Riverwest Shopping Centre, which is the forerunner for a new INTERSPORT store model that has sustainability development as its central pillar. All the metal equipment (100%) of the store comes from materials/furniture of old INTERSPORT stores, while ecological paint & ecofriendly materials are used in furniture and fitting rooms. In the context of energy coverage, an investment was made in LED lighting technology for maximum savings in combination with light motion sensors in the warehouses and the use of the latest air conditioning technology. With the aim of continuously enhancing eco-development, customers can get in touch with the sustainable collections of brands offered by INTERSPORT but also to actively participate by recycling old clothes & footwear in specially designed bins.



In 2022, INTERSPORT has started the implementation of the LIGHTS OFF program in its stores in Greece, under which the illuminated signs of the stores are switched on at 17:30 pm and turned off at 21:30 pm, while the screens are turned off during the night.



The eStore and social media are used to publish actions related to clothes made from recycled and sustainable materials, exclusive giphys and videos are created, collaborations with influencers are implemented to inform the public, the Google Display Network and discovery ads are used in Google campaigns, as well as relevant newsletters are sent including their publication on websites.



Since 2021, sustainable windows (made of Reboard recycling materials) have been implemented in stores and corners with sustainable products have been created, for the targeted awareness of its customers and consumers.

# ABOUT THIS REPORT

GRI 2-3, GRI 2-4

## Reporting period

This is the 14th, consecutive, annual Sustainable Development and Social Responsibility Report issued by FOURLIS Group. It presents information on the Group's management approach and performance on Sustainable Development and Social Responsibility and it covers the period from January 1st to December 31st, 2022. The financial statements of FOURLIS Group cover the same period and are available in [www.fourlis.gr](http://www.fourlis.gr). The date of publication of this Report is 30.10.2023. The Report is addressed to all FOURLIS Group's stakeholders and to all those who are interested in the Group's management approach and performance in relation to topics that pertain to its contribution to Sustainable Development.

## Standards and content determination

This Sustainable Development and Social Responsibility Report has been prepared in accordance with the GRI Standards 2021\*. The Group regards that this choice reflects its commitment to connect its broader strategy with its environmental, social and socio-economic impacts and its contribution to the overall Sustainable Development within the UN Sustainable Development Goals (SDGs) framework. Any restatements of information in the GRI disclosures are highlighted within the Report in related points.

For the preparation of this Report, specific metrics of the Athens Stock Exchange ESG Reporting Guide (2022) were considered. The listed company FOURLIS HOLDINGS S.A. participates in the ATHEX ESG Index of the Athens Stock Exchange.

## Communication

For any issue regarding this Report as well as for any issues on Sustainable Development and Social Responsibility in relation to FOURLIS Group, please contact: Mrs. Lyda Fourlis, Sustainable Development and Social Responsibility Director, FOURLIS HOLDINGS S.A., 18-20, Sorou street, (Building A), P.O. 15125, Maroussi, Email: [csr@fourlis.gr](mailto:csr@fourlis.gr), Tel.: +30 210 6293000, Fax: +30 210 6293205.

\*FOURLIS Group has reported in accordance with the GRI Standards for the period 01.01.2022-31.12.2022.

# APPENDICES

## GRI CONTENT INDEX

<b>STATEMENT OF USE</b>	FOURLIS Group has reported in accordance with the GRI Standards for the period 01/01/2022 - 31/12/2022.
<b>GRI 1 USED</b>	GRI 1: Foundation 2021
<b>APPLICABLE GRI SECTOR STANDARDS</b>	N/A

GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	20 - 27	Gray cells indicate something that does not apply. This only relates to the 'Omission' and 'GRI Sector Standard ref. no.' columns.				✓
	2-2 Entities included in the organization's sustainability reporting	22 - 27, 35 <i>Fourlis_Notes_FY22_el.pdf</i>					✓
	2-3 Reporting period, frequency and contact point	142					✓
	2-4 Restatements of information	142					✓
	2-5 External assurance	151-154					✓
	2-6 Activities, value chain and other business relationships	22 - 30, 102			✓		
	2-7 Employees	51 - 53			✓		
	2-8 Workers who are not employees	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data gathering process, so that disclosure requirements will be available in the next Report.		✓
	2-9 Governance structure and composition	97 - 99, 103-104					✓
	2-10 Nomination and selection of the highest governance body	97 - 99, 103 - 104					✓
	2-11 Chair of the highest governance body	97 - 99					✓
	2-12 Role of the highest governance body in overseeing the management of impacts	34 - 35, 97 - 98					✓



GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	34 - 35, 97 - 98					✓
	2-14 Role of the highest governance body in sustainability reporting	39					✓
	2-15 Conflicts of interest	103					✓
	2-16 Communication of critical concerns	108					✓
	2-17 Collective knowledge of the highest governance body	103 - 104					✓
	2-18 Evaluation of the performance of the highest governance body	98					✓
	2-19 Remuneration policies	104					✓
	2-20 Process to determine remuneration	97 - 99, 104					✓
	2-21 Annual total compensation ratio	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data process, so that disclosure requirements will be available in the next Report.		✓
	2-22 Statement on sustainable development strategy	4 - 8					✓
	2-23 Policy commitments	28 - 30, 58 - 60, 100 - 102, 106					✓
	2-24 Embedding policy commitments	28 - 30, 58 - 60, 65 - 66, 100 - 102, 106					✓
	2-25 Processes to remediate negative impacts	100 - 103					✓
	2-26 Mechanisms for seeking advice and raising concerns	100 - 102					✓
	2-27 Compliance with laws and regulations	108					✓
	2-28 Membership associations	30 - 31					✓
	2-29 Approach to stakeholder engagement	36 - 38					✓
	2-30 Collective bargaining agreements	63					✓



GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

### Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	39 - 46	Gray cells indicate something that does not apply. This only relates to the 'Omission' and 'GRI Sector Standard' ref. no.' columns.				✓
	3-2 List of material topics	39 - 46					✓

### For our People

#### Employment

GRI 3: Material Topics 2021	3-3 Management of material topics	39 - 46, 49 - 50					✓
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	61 - 62					✓
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	62					
	401-3 Parental leave	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	405-2 Ratio of basic salary and remuneration of women to men	63	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report, for Cyprus, Bulgaria, Romania and Turkey. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	63					





GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

## Material Topics

For our People

### Health and safety

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	39 - 46, 64, 110					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	64					
	403-2 Hazard identification, risk assessment, and incident investigation	65 - 66					
	403-3 Occupational health services	67					
	403-4 Worker participation, consultation, and communication on occupational health and safety	67					
	403-5 Worker training on occupational health and safety	68					
	403-6 Promotion of worker health	69 - 71					
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	72					
	403-8 Workers covered by an occupational health and safety management system	73	Requirement 'a' of the disclosure.	Information unavailable/incomplete	Data on the number of workers who are not employees of the Group was not available. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	403-9 Work-related injuries	73	Requirements 'a-iii, a-iv, a-v, b, c, d, e, f and g' of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that these data will be disclosed in the next Report.		
	403-10 Work-related ill health	73					
<b>GRI 416: Customer Health and Safety 2016</b>	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	112 - 114					





GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

## Material Topics

### For our People

#### Education

GRI 3: Material Topics 2021	3-3 Management of material topics	39 - 46, 74 - 77					
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	78					
	404-2 Programs for upgrading employee skills and transition assistance programs	79					
	404-3 Percentage of employees receiving regular performance and career development reviews	79					

### For the Market

#### Business conduct

GRI 3: Material Topics 2021	3-3 Management of material topics	39 - 46, 97 - 108					✓
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	205-2 Communication and training about anti-corruption policies and procedures	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	205-3 Confirmed incidents of corruption and actions taken	108					✓
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	108					

#### Personal Data Protection

GRI 3: Material Topics 2021	3-3 Management of material topics	39 - 46, 109					✓
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	109					✓





GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

## Material Topics

For the Environment

### Climate stability and air pollutants

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	39 – 46, 118 – 121					
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	122 - 124					
	302-2 Energy consumption outside of the organization	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	302-3 Energy intensity	122 - 124	Requirements 'c, d' of the disclosure	Information unavailable/incomplete	No data was available for this Report, for Cyprus, Bulgaria and Romania. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	302-4 Reduction of energy consumption	-	All the requirements of the disclosure	Information unavailable/incomplete	The Group conducted for the first time, in 2022, energy recording and analysis and measured its carbon footprint, which will be the base year, so the requested information will be disclosed in the next Report.		
	302-5 Reductions in energy requirements of products and services	-	All the requirements of the disclosure	Not applicable	Not relevant to FOURLIS Group activities.		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	124- 126					
	305-2 Energy indirect (Scope 2) GHG emissions	124- 126					
	305-3 Other indirect (Scope 3) GHG emissions	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	305-4 GHG emissions intensity	125 - 126					
	305-5 Reduction of GHG emissions	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	305-6 Emissions of ozone-depleting substances (ODS)	-	All the requirements of the disclosure	Not applicable	FOURLIS Group does not produce such emissions.		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	All the requirements of the disclosure	Not applicable	FOURLIS Group does not produce such emissions.		





GRI STANDARDS	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		

## Material Topics

For the Environment

### Waste & Resource intensity

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	39 - 46, 130 - 132					
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	-	All the requirements of the disclosure	Information unavailable/incomplete	No data was available for this Report. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	301-2 Recycled input materials used	-	All the requirements of the disclosure	Not applicable	The disclosure is not directly related to the FOURLIS Group's activities.		
	301-3 Reclaimed products and their packaging materials	-	All the requirements of the disclosure	Not applicable	The disclosure is not directly related to the FOURLIS Group's activities.		
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	130 - 132					
	306-2 Management of significant waste-related impacts	130 - 132					
	306-3 Waste generated	134 - 135	All the requirements of the disclosure	Information unavailable/incomplete			
	306-4 Waste diverted from disposal	134 - 135	All the requirements of the disclosure	Information unavailable/incomplete	Data incomplete. The Group will begin the relevant data collection process, so that disclosure requirements will be available in the next Report.		
	306-5 Waste directed to disposal	-	All the requirements of the disclosure	Information unavailable/incomplete			

## Athens Stock Exchange ESG Reporting Guide 2022 content index

ESG Classification	ID	Metric Title	Page/Omission	External Assurance
<b>Core Metrics</b>				
<b>Environment</b>	C-E1	Scope 1 emissions	124 - 126	
	C-E2	Scope 2 emissions	124 - 126	
	C-E3	Energy consumption and production	122 - 124	
<b>Society</b>	C-S1	Stakeholder engagement	36 - 38	
	C-S2	Female employees	63	
	C-S3	Female employees in management positions	63	
	C-S4	Employee turnover	62	✓
	C-S6	Human rights policy	58	
	C-S7	Collective bargaining agreements	63	
	C-S8	Supplier assessment	28, 102	
<b>Corporate Governance</b>	C-G1	Board composition	63, 97 - 98	
	C-G2	Sustainability oversight	35, 97 - 98	
	C-G3	Materiality	39 - 46	
	C-G4	Sustainability policy	34	
	C-G5	Business ethics policy	100 - 101	
	C-G6	Data security policy	109	✓
<b>Advanced Metrics</b>				
<b>Society</b>	A-S1	Sustainable economic activity	127 - 129	
	A-S3	Gender pay gap	63 FOURLIS Group Remuneration Policy is applicable to all employees regardless of whether they are full-time or part-time.	
<b>Corporate Governance</b>	A-G2	Business ethics violation	63, 108	✓
	A-G3	ESG targets	47	
	A-G5	External assurance	151-154	
<b>Sector-specific Metrics</b>				
<b>Society</b>	SS-S1	Product quality and safety	112 - 114	

# INDEPENDENT PRACTITIONER'S ASSURANCE REPORT

GRI 2-5, ATHEX ESG METRIC A-G5

**THIS REPORT IS A FREE TRANSLATION FROM THE GREEK ORIGINAL**  
**Independent practitioner's assurance report**

**To the management of FOURLIS Holdings S.A.**

**Scope**

We have been engaged by FOURLIS Holdings S.A. (hereafter the "Company") to perform a limited assurance engagement, as defined by International Standards on Assurance Engagements, (hereafter referred to as the "Engagement"), to report on the Subject Matter listed below and is included in the Greek version of the 2022 Sustainable Development and Social Responsibility Report (hereinafter the "Report") as of 24.10.2023 for the year ended 31.12.2022, for the period from 01.01.2022 to 31.12.2022:

1. Adherence of the Report against the criteria set in the GRI:1 2021 Foundation Standard for "in-accordance".
2. The General Disclosures of the GRI: 2 2021 General Disclosures Standard, required for "in-accordance" (indicated in the "External Assurance" column of the GRI Content Index, pp. 143-144 of the Report).
3. Three (3) GRI: 3 2021 Material Topics Standard Management Approach Disclosures, according to the results of the materiality analysis performed by the Company, related to three (3) Material Topics, and specifically for a) Employment, b) Business conduct, c) Data privacy (indicated in the "External Assurance" column of the GRI Content Index, pp. 145-149).
4. Three (3) GRI 2016 Topic Specific Disclosures associated with the above-mentioned Material Topics, and specifically GRI 205-3, GRI 401-1, and GRI 418-1 (indicated in the "External Assurance" column of the GRI Content Index, pp. 145-149).
5. Three (3) ESG metrics of the Athens Stock Exchange ESG Reporting Guide 2022 associated with the above-mentioned Material Topics and specifically C-S4, C-G6, and A-G2 (indicated in the "External Assurance" column of the Athens Stock Exchange ESG Reporting Guide Content Index, p. 150).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

**Criteria applied by the Company**

In preparing the Subject Matter, the Company applied the GRI Standards 2021 (Foundation & General Disclosures) and 2016, 2018, 2020 for the Topic Specific disclosures, including the reporting principles listed in the GRI: 1 2021 Foundation Standard for accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability, the criteria set in the GRI 1 2021 Foundation Standard for "in-accordance", and the Athens Stock Exchange ESG Reporting Guide 2022.

**The Company's responsibilities**

The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### **EY's responsibilities**

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000' (revised)), and the terms of reference for this engagement as agreed with the Company on January 3rd, 2023. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

### **Our independence and quality management**

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, or Other Assurance and Related Services Engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Description of procedures performed**

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

1. Reviewing information to substantiate data and statements regarding the Company's sustainable development performance, under the scope of our assurance engagement, as these are presented in the Report.
2. Performing interviews with specialists responsible for managing, collating, reviewing and processing sustainability data related to -within our scope of work- the General and Topic Specific Disclosures of the GRI Standards (indicated in the "External Assurance" column of the GRI Content Index, pp. 143-149) and to the ESG metrics of the Athens Stock Exchange ESG Reporting Guide (indicated in the "External Assurance" column of the Athens Stock Exchange ESG Reporting Guide Content Index, p. 150).
3. Reviewing the Report for the appropriate transposition and presentation of the sustainability data linked to -within our scope of work- the General and Topic Specific Disclosures of the GRI Standards, and the Athens Stock Exchange ESG Reporting Guide (indicated in the "External Assurance" column of the GRI Content Index, pp. 143-149 and the "External Assurance" column of the Athens Stock Exchange ESG Reporting Guide Content Index, p. 150) including limitations and assumptions relating to how these data are presented within the Report.
4. Reading information or explanations to substantiate key data, statements and assertions regarding the sustainability disclosures under the scope of our assurance engagement.

We also performed such other procedures as we considered necessary in the circumstances.

#### **Limitation of our Review**

- Our review was limited to the Greek version of the Report for the year 2022. In the event on any inconsistency in translation between the Greek and other (if any) versions, as far as our conclusions are concerned, the Greek version of the Report prevails.
- Our work did not cover activities performed by third parties or the performance of any third parties, nor our involvement in stakeholder engagement activities. In addition, it did not include any review of the accuracy of survey results assigned to third parties, nor Information Technology systems used by third parties, but was instead limited to the proper transposition of the final results -within the scope of our engagement- to the Report.
- Our review did not include financial data and the corresponding narrative text in the Report, nor the Information Technology systems used or upon which the collection and aggregation of data was based by the Company.
- We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.

#### **Conclusion**

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter as of October 24th, 2023, for the year ended 31.12.2022, for the period from 01.01.2022 to 31.12.2022 in order for it to be in accordance with the Criteria.

#### **Restricted use**

This report is intended solely for the information and use of FOURLIS Holdings S.A. in accordance with the terms of reference agreed between us and is not intended to be and should not be used by anyone other than FOURLIS Holdings S.A.

Athens, 24 October 2023

For and on behalf of

ERNST & YOUNG (HELLAS)  
Certified Auditors Accountants S.A.

Evangelos Analitis

Legal Name: ERNST & YOUNG (HELLAS) Certified Auditors-Accountants S.A.  
Distinctive title: ERNST & YOUNG  
Legal form: Societe Anonyme  
Registered seat: Chimarras 8B, Maroussi, 15125  
General Commercial Registry No: 000710901000



