

Sustainable Development and Corporate Social Responsibility Report 2025

75 years
of value creation



Fourlis
GROUP OF COMPANIES



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CEO Message

The year 2025 marked a major milestone for Fourlis Group, as we celebrated 75 years of business activity – a journey consistently defined by adaptability, strategic discipline and a steadfast investment in the future. This anniversary served not only as a historical reference point, but as a moment of repositioning: we are entering a new phase of growth, supported by a clearer structure, enhanced operational flexibility and a strong focus on creating sustainable value for shareholders, employees, partners and society.

The environment in which we operate is constantly evolving. Geoeconomic shifts, rapid technological acceleration, changing consumer behaviors and rising expectations for responsible business conduct are shaping an increasingly complex landscape. In this dynamic context, our strategic focus extends beyond scale and expansion. It encompasses strengthening the resilience of our business model, enhancing supply chain robustness and unifying the commercial experience across all consumer touchpoints.

Strategic growth

In 2025, we implemented a series of critical initiatives that reinforced our structural cohesion and operational readiness for the next phase of development. A pivotal step was the completion of the deconsolidation of Trade Estates. This development increased the Group's flexibility,

enabling a more distinct separation between operating and investment activities while optimizing capital allocation in line with our growth priorities.

In the sporting goods sector, we completed the acquisition of Foot Locker operations in Greece and Romania and expanded the network with new stores. This move significantly expanded our operational footprint in Southeast Europe, strengthening our position in a category with strong growth dynamics and increasing relevance to younger consumers. At the same time, the launch of the first Foot Locker Reimagined Evolution store in Greece introduced a renewed retail experience model, where physical presence, digital integration and brand storytelling operate as one. This new format was embedded within our broader commerce architecture, confirming our strategic commitment to holistic, data-driven commercial approaches.

INTERSPORT continued to evolve its business model, opening new stores and focusing on specialization and deeper engagement with consumer communities. The development of INTERSPORT Football Club, a dedicated format exclusively focused on football, with presence in Athens and Thessaloniki, strengthened our strategy of deepening into specific sports categories. This concept represents more than a network expansion; it is a qualitative enhancement of our relationship with



John Vasilakos
CEO
Fourlis Group

consumers, built on specialized expertise, curated product assortments and an experience tailored to the needs of football enthusiasts.

At the same time, the new IKEA store in Heraklion enhanced our regional coverage and the availability of our value proposition in a market with stable momentum. This investment supports our strategy of geographically balancing our presence and better serving households outside major metropolitan centers, with emphasis on accessibility, omnichannel service and last-mile optimization.

At the same time, through the continued expansion of Holland & Barrett, we further strengthened our strategic presence in the health and wellness sector, a high-potential market that is closely aligned with modern consumers' needs for a better quality of life and everyday well-being.

Customer experience and commercial momentum

Customer experience remained a central priority. The integration of physical points of presence with digital environments was further strengthened, creating greater consistency across every touchpoint. The Group's brands continue to evolve within this unified framework, with emphasis on new store formats, well-structured commercial environments and dynamic growth in high-potential categories. Our commercial strategy is further strengthened by infrastructure and technology, shaping a fully integrated operating system. Our operations are gradually being shaped around a unified commerce logic, where stores, digital channels, supply chain, data and customer base are connected within a common architecture. Our objective is to create a seamless experience and a unified operational base, further enhancing cohesion and decision-making speed.

People at the core

Our people are our driving force. In 2025, we continued to invest in skills development and in fostering a work environment that encourages participation and accountability. Cultivating a shared understanding of responsible entrepreneurship is a core element of our culture. Each employee acts as a carrier of our values and a participant in the Group's strategic journey.

Looking ahead

As we enter this new phase of growth, our priority remains clear: sustainable profitability, strategic consistency and long-term value creation. At the same time, we are advancing a broader operational transformation program aimed at simplifying our operating model, strengthening shared structures and selected central functions and further enhancing the effective management of costs and capital. This journey supports the Group's evolution into a more efficient and scalable retail platform, capable of creating sustainable long-term value.

With a clear strategic horizon, a unified culture and a continuous commitment to innovation, Fourlis Group is ready to seize the opportunities of the coming period, maintaining its role as a reliable, responsible and modern leader in retail across Southeast Europe.

John Vasilakos

CEO
Fourlis Group

"2025 was a year in which we set clearer foundations, strengthened our structure and invested with discipline in what creates sustainable value. We are entering this new phase of growth with confidence, flexibility and a clear strategic direction".

Message from the Sustainable Development and Corporate Social Responsibility Director

At Fourlis Group, sustainable development is the way we operate every day, evaluate our choices and plan our future. In 2025, we continued to embed ESG principles even more meaningfully into the way we design our initiatives, make decisions and evolve as an organization, further strengthening the link between our strategy and responsible business practice.

We consistently move forward along three core pillars – environment, society and corporate governance. These pillars serve as a common compass for our priorities and form an integrated framework that shapes how we perceive growth, organize our operations and define our role within society. For us, sustainability is intrinsically linked to business resilience and long-term value creation.

Environment and responsible choices

Environmental protection remains a steady priority for us. Throughout 2025, we continued to integrate environmental criteria into the daily operations of the Group's companies, placing emphasis on more efficient use of energy and natural resources, as well as on strengthening circular economy practices. Our approach is based on gradual yet systematic improvement, supported by measurable targets and continuous performance monitoring.

In 2025, significant progress was recorded across key environmental indicators, with a 15% reduction in Scope 1 emissions and a 39% reduction in Scope 2 emissions in Greece, compared to the 2023 baseline year. At the same time, the scope of measurements was expanded to include the Group's operations in Cyprus, Bulgaria and Romania, while for Greece, specific categories of Scope 3 emissions were also measured.

The Group also achieved a reduction of 37 tons of food waste from the kitchens of IKEA stores across all countries of operation, compared to the 2021 baseline year, while continuing to implement its strategy aimed at the complete elimination of waste sent to landfill. These figures confirm that our environmental strategy goes beyond intent and is increasingly embedded in the way we operate. Process optimization, investments in more efficient infrastructure and the systematic assessment of our environmental footprint have become integral parts of our operational model.

At the same time, we place strong emphasis on fostering environmental awareness among both our people and our customers. Through targeted initiatives, we encourage more responsible everyday choices, enhancing understanding of the role each individual can play in reducing



Lyda Fourlis
Sustainable
Development &
Corporate Social
Responsibility
Director
Fourlis Group

environmental impact. We believe that the transition to more sustainable patterns of consumption and operation is a collective process, in which the Group must act as an active and reliable participant.

Our people and the communities around us

Our people are at the heart of every step we take. The Group employs 4,586 people, and we continue to invest in a working environment that supports collaboration, development and participation. 57% of our workforce are women and 45% of leadership positions in Greece are also held by women – figures that reflect our commitment to equality, inclusion and empowerment.

Initiatives related to employee health, safety and overall well-being are a consistent part of our culture. At the same time, programs supporting family life and education help our people balance their professional and personal life. Our aim is to create a work environment where individuals feel that the organization genuinely supports them – not only professionally, but also in terms of daily life and quality of life.

Our social presence remains active and meaningful. In 2025, we invested more than €548,000 in social initiatives, in collaboration with more than 70 institutions and organizations active in areas such as education, health and social inclusion. In parallel, 12 volunteer actions were carried out across the 4 countries where we operate, with the participation of hundreds of employees, further strengthening the Group's connection with local communities. These initiatives are not treated as fragmented corporate responsibility actions, but as part of a broader understanding of the company's role as an active social partner.

Governance with consistency and transparency

Responsible governance forms the foundation upon which all the above actions are built. Transparency, business ethics and accountability guide the way we operate at every level. Our policies and procedures address issues of compliance, human rights protection, equal opportunities and risk management, reinforcing the Group's cohesion and credibility. 56% of the members of the Board of Directors are independent, while women hold 44% of the positions, strengthening diversity and quality in decision-making. Oversight committees operate independently, ensuring objectivity, stability and effective monitoring of critical issues. Strengthening control mechanisms and systematically assessing risks are key factors in maintaining the trust of all stakeholders.

Moving forward with steady direction

For us, sustainable development is an ongoing journey of improvement and maturity. In 2025, we further strengthened the link between our strategy and responsible operations, shaping a more coherent and stable framework for action. We move forward with consistency, translating our values into practices that support people, communities and the environment, ensuring that our growth remains balanced, resilient and genuinely sustainable.

Lyda Fourlis

Sustainable Development &
Corporate Social Responsibility Director
Fourlis Group

"Sustainable development at Fourlis Group is a way of operating. Every decision, every investment and every initiative are assessed through our impact on the environment, people and society. We continue to move forward with steady steps towards a more mature, responsible and resilient business model that creates meaningful, lasting value".

2025 at a glance

75
years of presence

4
countries of operation
(Greece, Cyprus, Bulgaria, Romania)

€594 mil.
Turnover

-15%
The reduction at direct (Scope 1) greenhouse
gas emissions (Greece, 2025 vs 2023)

-39%
The reduction at indirect (Scope 2) greenhouse
gas emissions- market based (Greece, 2025 vs 2023)

37t
Savings at IKEA (Housemarket) food waste,
corresponding to 165 t CO₂e and 95,356 meals
worth € 209,758

4,586
Employees

45%
The women in manager/supervisor
positions in Greece

2
Scholarship programs for employees'
children

> €548,000
for social actions

57%
The women in the total number
of employees

7
Programs for promoting employees'
health and wellbeing

12
Corporate volunteering actions

44%
The women in the Board of Directors

0
Confirmed incidents of corruption or
bribery

Awards 2025

Fourlis

The 50 Most Sustainable Companies in Greece 2025

Quality Net Foundation

Diamond AWARD

ESG Transparency Index
Forbes

1st Prize Investor Relations

&

3rd Prize Results Recovery

HRIMA Business Awards 2025
Financial and investment magazine HRIMA, in collaboration
with ethosEVENTS

1 Bronze
Redesign - Relaunch in e-Business
E-volution Awards 2026
Boussias

HollandBarrett

SINCE 1870

1 Gold
Best in Health & Pharma
Loyalty Awards 2025
Boussias



Greece

1 Gold & 1 Silver
E-volution Awards
Boussias

1 Bronze
Event Awards
Boussias

2 Gold, 1 Silver & 4 Bronze
Peak Awards 2025
Boussias

**3 Gold, 1 Silver, 3 Bronze &
4 Member Awards**
IAB Mixx Greece Awards 2025
IAB Hellas

Bulgaria

1 Silver, 1 Bronze
FARA Creative Festival
BACA

1 Silver
Event Awards
Boussias

2 Gold & 1 Platinum
PR Awards 2025
Boussias

1 Gold & 2 Bronze
SoMe Awards 2025
Boussias

1 Bronze
EFFIE
BACA

Golden Apple "For a Better Tomorrow"
EVA Golden Apple
Attica EVA Media Group



THE HEART OF SPORT

Greece

**3 Gold, 1 Platinum, 1 Silver
& 2 Bronze**
INTERSPORT Football Store
Grand Opening Event
Boussias

1 Gold
**INTERSPORT Greece x Recycom
Sports Shoes Recycling Campaign**
Green Brand Awards 2025
Boussias

1 Silver
**Best Sports related CSR Campaign/
Activity (Sports Footwear Recycling
Campaign)**
Sports Marketing Awards 2025
Boussias

Romania

**5th place in the non-food retail industry &
30th place in the General Top 100 employers for 2025**
Undelucram.ro

1 Gold
**Digital Customer engagement
in the sporting goods market
Best in e-Commerce**
Loyalty Awards 2025
Boussias

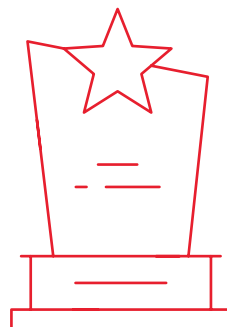
3 Gold, 1 Silver & 1 Bronze
e-evolutions Awards 2025
Boussias

1 Silver & 1 Bronze
Influencer Marketing Awards
2025
Boussias

Awards 2025



Most Sustainable Companies in Greece 2025
Quality Net Foundation



Social Media Awards 2025
Boussias



Peak Awards 2025
Boussias



MIXX Awards Greece
IAB Hellas



Loyalty Awards 2025
Boussias



e-evolutions Awards 2025
Boussias

Fourlis Group



- ▷ Purpose, Vision, Mission, Values
- ▷ Milestones on Group's history
- ▷ About the Group
- ▷ Our activities
- ▷ Value chain

Purpose, Vision, Mission, Values



Vision

We believe in making wellbeing accessible: enabling joyful, fulfilling and sustainable lives for every individual and community.



Purpose

To be a force for positive change in people's lives.



Mission

To be the leading retail group in Southeast Europe, by partnering with human-centric brands that stand for innovation, sustainability, quality, and affordability.
To commit to creating value for all our stakeholders.



Values

People-centric, Integrity, Efficiency, Ever-evolving, Shared value-driven.



Values

› People-centric

Our people are our driving force. We nurture a culture rooted in respect, equality, diversity and inclusion. We value their dedication by providing support and opportunities for growth. In fact, people are at the heart of everything we do. We strive to understand our customers' wishes and aspirations so that we can deliver experiences that exceed their expectations and meet their needs. Their input is key to our ongoing journey to improve our ethical standards.

› Integrity

We operate with unwavering honesty, morality and ethics in all areas. We are committed to transparency and accountability to ensure that we earn the trust of our customers, employees, partners and investors and safeguard the future and ethos of our brands.

› Efficiency

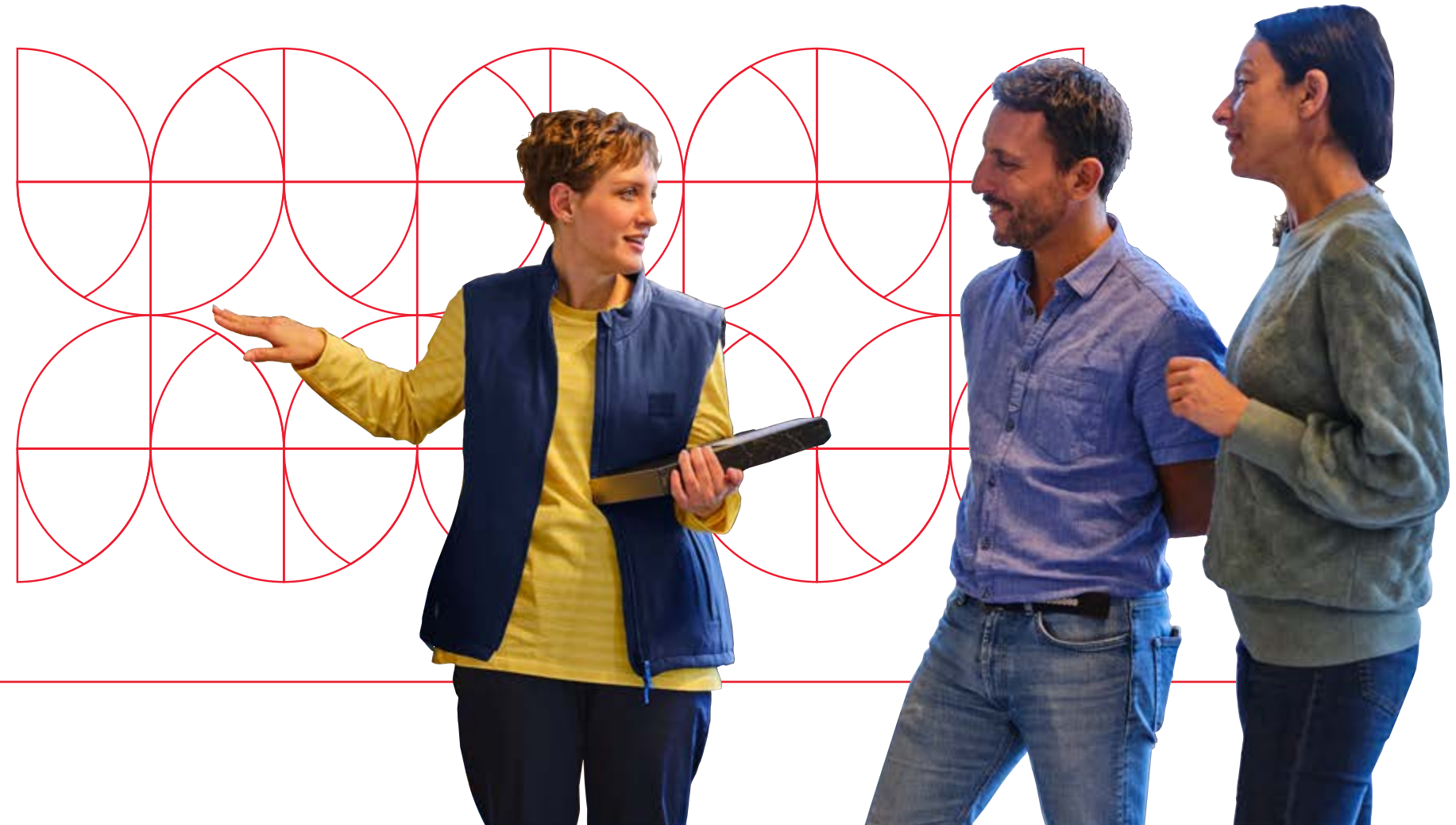
We strive for operational excellence. We focus on achieving maximum output with minimum waste, ensuring efficient and streamlined processes. We encourage teamwork and knowledge sharing to empower our employees, enriching their skills and capabilities. By doing so, we enhance the experience of our customers and contribute to the success of our partners and shareholders.

› Ever-evolving

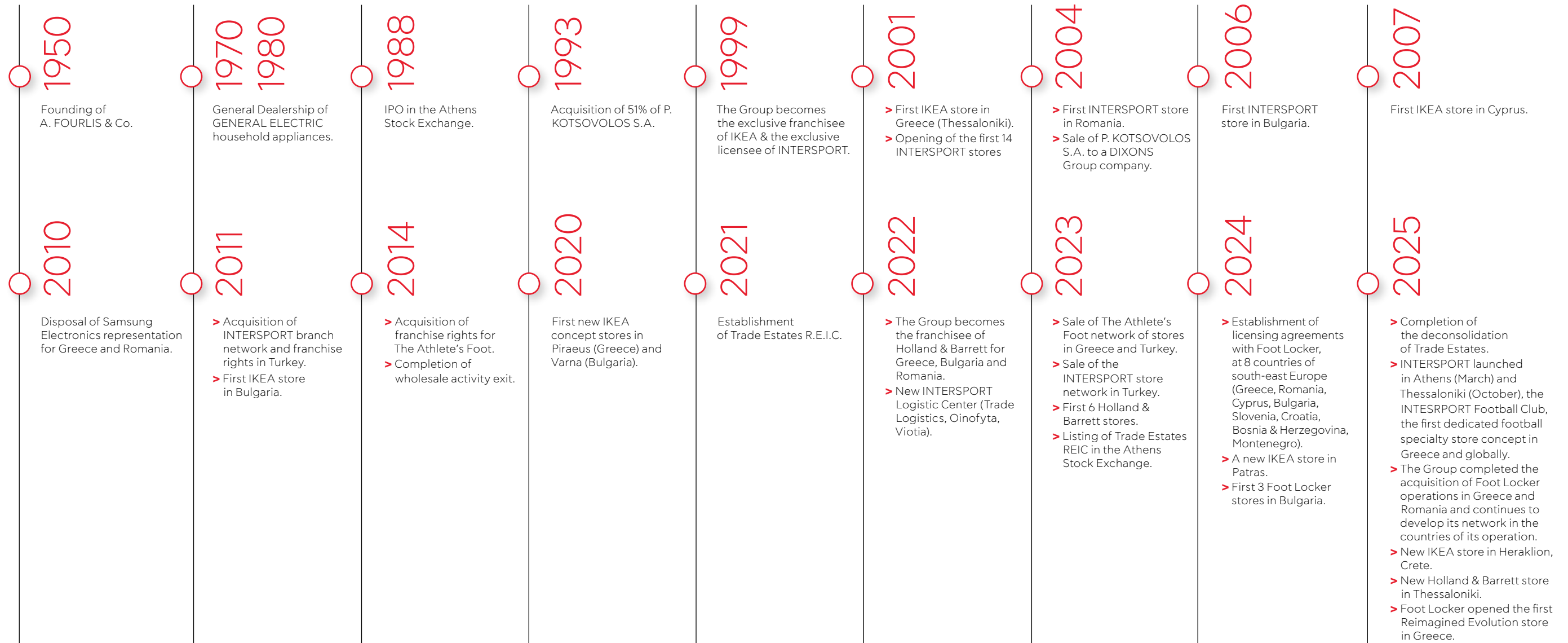
In an ever-changing world, our resilience and growth depend on our ability to remain future-ready, adaptable and insightful. We relentlessly optimise our products and services and embrace new ideas and technologies that push the boundaries of industry-leading retail experiences.

› Shared value driven

We believe in creating value by aligning our business strategies with the needs of our communities and the interests of our stakeholders. We are committed to sustainable corporate governance, integrating ethical practices that prioritize the environment and society.



Milestones on Group's history



About the Group

With a successful presence of 75 years, Fourlis Group is a strong force in the retail sector in Southeastern Europe, offering high-quality products that improve consumers' everyday lives.

**The home
furnishings
leader.**

IKEA

**The sports retail
powerhouse.**

INTERSPORT & Foot Locker

Business Activities

Our business activities focus on delivering high-quality products and services through an integrated omnichannel approach. We continuously innovate to meet customer needs, strengthen our market presence and drive sustainable growth.

**Empowering
modern retail.**

Trade Estates

**The wellness
destination.**

Holland & Barrett

**The retail supply
chain specialist.**

Trade Logistics

Our activities



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

IKEA is a global brand in home furnishings, offering well-designed and comfortable products at affordable prices to people from all over the world. Its vision remains the same since its inception and until today: to create a better everyday life for as many people as possible.

In Greece, IKEA started its dynamic course in 2001 and on 31.12.2025 it has:



Greece:

7 IKEA stores

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

6 IKEA Pick-up and Order Points and "New Generation" stores

(The Mall Athens in Maroussi, Piraeus, Alexandroupoli, Rhodes, Chania, Kalamata)

Cyprus:

1 IKEA store (Nicosia)

1 Pick-up & Order Point (Limassol)

Bulgaria:

2 IKEA stores (Sofia, Varna)

5 IKEA Pick Up & Order Points and "New Generation" stores

(Mall shopping center in Sofia, Veliko Tarnovo, Burgas, Plovdiv, Pernik)



e-commerce:

e-shops Greece, Cyprus, Bulgaria





Retail sale of Sporting Goods through INTERSPORT stores in Greece, Cyprus, Bulgaria, Romania

INTERSPORT is a leader in the global sportswear market, with a network of 5,350 stores in 42 countries. INTERSPORT is the No.1 sports goods company in Greece, offering consumers clothing, shoes, accessories and equipment from top global brands. The company, being at the heart of sports, through its products and services, inspires, serves and connects people who engage in sports and find joy in it, aiming to bring them even closer to the sports they love.

INTERSPORT started its dynamic course in 2000 and on 31.12.2025 it has:



Greece:

66 stores

Cyprus:

6 stores

Romania:

40 stores

Bulgaria:

12 stores



e-commerce:

e-shops

(Greece, Cyprus, Romania and Bulgaria)





Retail sales of Sporting Goods through Foot Locker stores

Foot Locker is one of the world's leading footwear retailers. Founded in 1974 and headquartered in New York, the company has built a strong presence over more than five decades. Today, it operates around 2,500 stores across 26 countries, spanning North America, Europe, Asia, Australia and New Zealand. Recognized as a global leader in the sneaker and lifestyle market, Foot Locker stands out by combining brand, product and strategic marketing, while also enhancing customer experiences through its strong digital presence. In Southeast Europe, the company is expanding through a strategic partnership with Fourlis Group, which holds licensing rights for developing the brand in Greece, Romania, Cyprus, Bulgaria, Slovenia, Croatia, Bosnia & Herzegovina and Montenegro. This collaboration is part of Fourlis Group broader strategy to strengthen its footprint in the sporting goods retail sector and deliver a complete, competitive shopping experience to consumers.

Until 31/12/2025 Foot Locker has:



Greece:

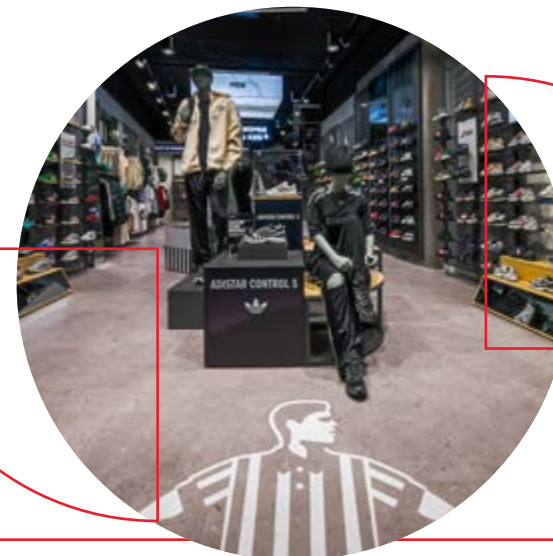
6 stores

Romania:

4 stores

Bulgaria:

3 stores



e-commerce:

e-shops (Greece, Romania)



Holland & Barrett

SINCE 1870

Retail Sale of Health and Wellness products

Holland and Barrett was founded in 1870 in Great Britain and for over 150 years consumers have trusted it for wellness products. It has a network of more than 1,600 stores in 19 countries worldwide. It entered Greece in 2022 when the entry of the Fourlis Group into the rapidly growing sector of Health and Wellness products was completed, through the strategic partnership with Holland & Barrett. 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 physical and online stores.

Until 31.12.2025 Holland and Barrett has:



Greece:

11 stores

Kifissia, Glyfada, Maroussi, Chalandri, Elliniko (in AB Vassilopoulos store), Nea Smirni, Nea Ionia, Nea Erythraia (in AB Vassilopoulos store), Thessaloniki (center), Pylaia at Thessaloniki (in AB Vassilopoulos store), Airport.



e-commerce:

e-shop (Greece)



TRADE LOGISTICS

Supply Chain Services

Trade Logistics started its operation in March 2008 based at Schimatari, Viotia. Due to its increased activities, in 2022, the company inaugurated a second facility at Oinofyta, Viotia.

Its current goal is to quickly and efficiently serve the omnichannel philosophy, automate and optimize processes and their implementation costs, while also aiming to further enhance productivity. At the core of its activity, however, is the expansion of the activities of Fourlis Group.

With its specialized and experienced human resources, the use of technology, as well as the application of innovative methods in the field of logistics, Trade Logistics aims to further develop its activities through third party partnerships, providing its specialized services to companies beyond Fourlis Group.

Moreover, TRADE LOGISTICS will be responsible for the operational management of Inter IKEA's 46th International

Distribution Center (DC) in Aspropyrgos, Attica, within the framework of the cooperation agreement between Fourlis Group and the international company, for the creation of a state-of-the-art international product distribution center of 50,000 square meters. The new unit will be supplied, among others, through the port of Piraeus and will serve the markets of the eastern Mediterranean, initially covering the needs of IKEA stores in Greece, Bulgaria, Jordan, Israel and Cyprus. The aim is to support other countries in the future, such as Egypt. The new DC will be developed by Trade Estates REIC and is expected to start operating at the mid of 2026.

Until 31.12.2025 Trade Logistics provides the following logistics services:

1. Storage and distribution services for the below stores:

- > IKEA in Greece
- > INTERSPORT in Greece, Cyprus, Romania and Bulgaria
- > Foot Locker in Greece, Romania and Bulgaria
- > Holland & Barrett, in Greece

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

- > IKEA e-shop (www.ikea.gr) in Greece
- > INTERSPORT e-shop (www.intersport.gr) in all countries where the Group operates
- > Foot Locker e-shop (www.footlocker.gr) in Greece
- > Holland & Barrett e-shop (www.hollandandbarrett.gr) in Greece





TradeEstates

Real estate investment

Trade Estates, headquartered at Sabah Khoury 3, Maroussi and established in July 2021, is one of the largest real estate investing companies in Greece and is 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.

Fourlis Group participates* in Trade Estates share capital.

More information about the company and its real estate portfolio: www.trade-estates.gr

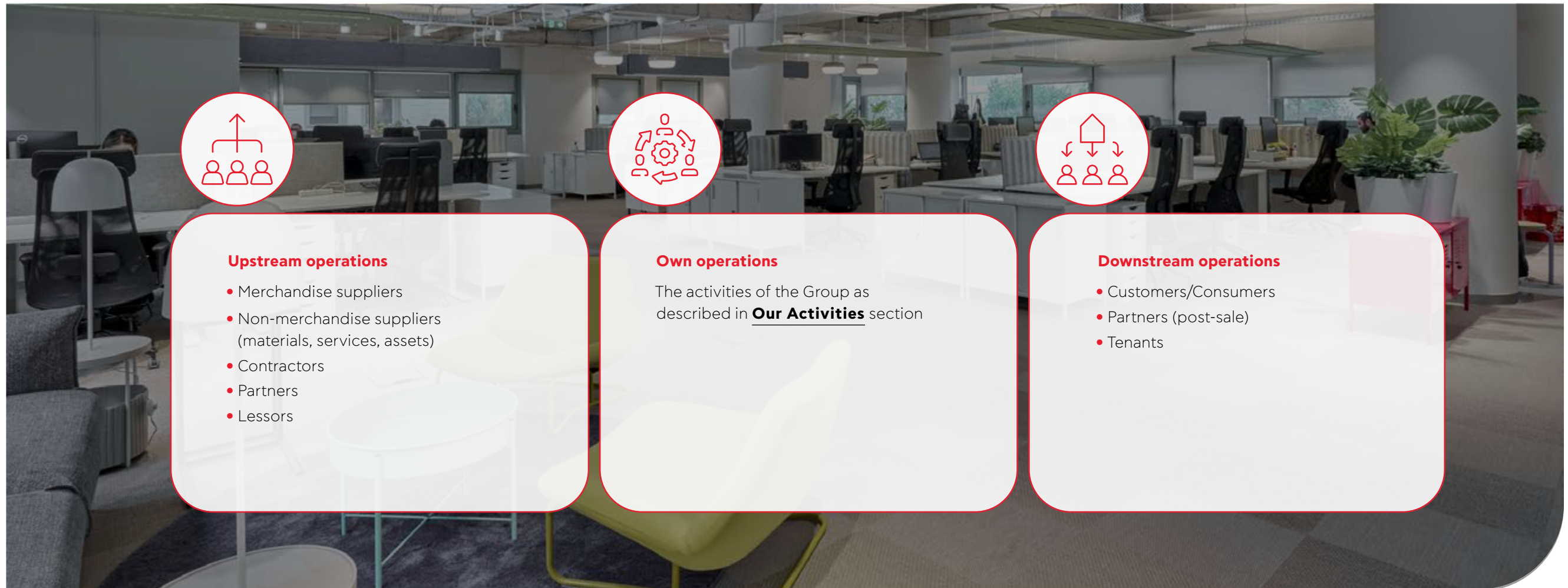
** Following the private placement of Trade Estates share capital, in February 2025, Fourlis Group holds a 47.1% in the company's share capital.*



More information on Fourlis Group's business activities is available at the Group's [website](https://www.fourlis.gr).

Value chain

Fourlis Group value chain



Sustainable Development and Corporate Social Responsibility at the Group

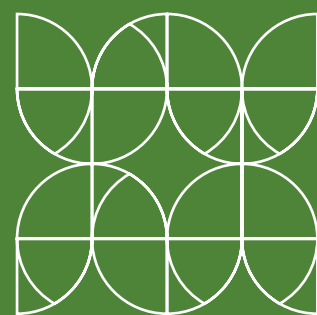


- Sustainable Development Strategy
- Materiality Analysis
- Sustainability (ESG) Targets

Sustainability is a key and integral pillar of Fourlis Group's business strategy.

The Group is committed to operating responsibly and to promoting sustainable development in all aspects of its activities.

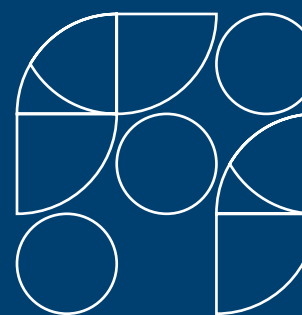
Sustainable Development and Corporate Social Responsibility



Environment
(E)



Social Responsibility
(S)



Governance
(G)



United Nations Global Compact

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 UN GLOBAL COMPACT NETWORK GREECE.

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.

To comply with the 10 Principles of the Global Compact, the Group prepares the CEO Statement of Continued Support and the Communication on Progress (CoP), which are posted on [UN Global Compact](#).

Sustainable Development Strategy

Fourlis Group's Sustainability (ESG) Strategy and Policy concerns all companies in all countries of its operation and has been approved by the Board of Directors. The Management is committed to the implementation of the Sustainability Strategy and Policy at all levels, companies and sectors of the Group's activity.

The Board of Directors of the Group is the highest governing body overseeing sustainability across the entire Group.

Sustainable Development and Corporate Social Responsibility Division

The Sustainable Development and Corporate Social Responsibility Division, which has been operating in the Group since 2008, is responsible for designing the Group's Sustainable Development strategy, ensuring its implementation as well as the implementation of relevant practices and programs and monitoring compliance with relevant policies and procedures. It also coordinates the Group's companies in initiatives and actions in the field of Sustainable Development.

Sustainability Committee

The Group's Sustainability Committee, at Board level, consists of executive and independent non-executive members of the Board of Directors. The Sustainability Committee is chaired by the Sustainable Development and Corporate Social Responsibility Director, an executive member of the Board of Directors.

The short, medium and long-term sustainable development business and investment plans, the goals, the assessment of the relevant risks and opportunities and the annual action plans are assessed and approved by the Group's Board of Directors, upon the recommendation of the Sustainability Committee.

Sustainability Team

The Sustainability Team consists of representatives of the Group companies and is responsible for the development and monitoring of sustainability initiatives under the supervision and guidance of the Group's Sustainable Development and Corporate Social Responsibility Division.

The Sustainability Team meets at regular intervals to assess progress, ensure alignment with sustainability goals and implement corrective actions where and when deemed necessary.



Materiality Analysis

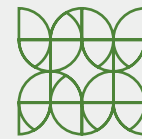
As part of the continuous improvement of its approach to sustainable development and corporate social responsibility issues, in 2024 Fourlis Group conducted a Double Materiality Assessment, as required by the European Corporate Sustainability Reporting Directive (CSRD) and adopting the methodology of the European Sustainability Reporting Standards (ESRS), in order to prioritize:

- > The Group's issues that have or are likely to have the most significant positive and negative economic, environmental and social impacts, including impacts on human rights throughout the value chain (impact materiality).
- > The economic risks and opportunities arising from the environment and the society for the Group (financial materiality).

In 2025, Fourlis Group reviewed and updated the material issues of the 2024 Double Materiality Analysis, to ensure their relevance to current conditions and requirements.

As part of the process, recent regulatory developments, changes in strategy and business model, as well as emerging social and environmental trends were assessed.

Based on the results of the above process, the material issues that emerged for the Group for the year 2025 are the following:



Environment (E)

1. Energy & emissions
2. Waste management



Social Responsibility (S)

3. Working conditions
4. Social Contribution
5. Customers and End-users
(New Material Issue)

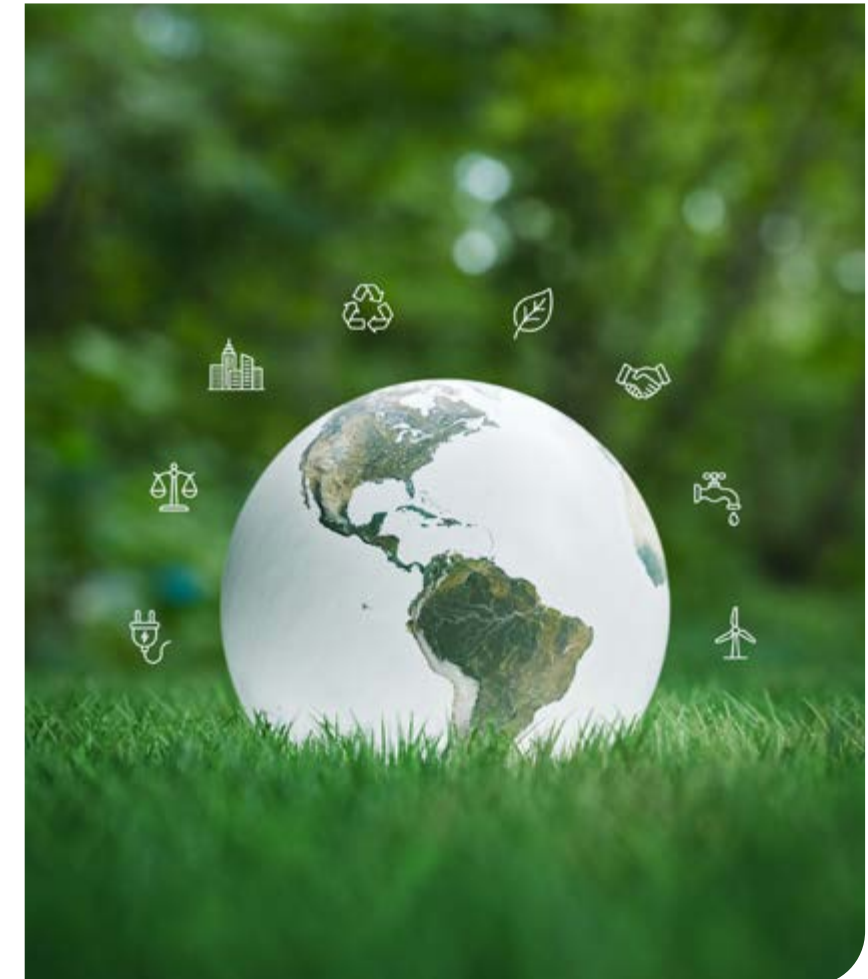


Governance (G)

6. Corporate culture and governance

The update was documented and approved by the Sustainability Committee and the Audit Committee.

The Double Materiality Analysis is a key tool that contributes to the formulation of the Group's strategy (commitments, goals, actions and programs) for sustainable development.



Sustainability (ESG) Targets

The Group sets sustainability (ESG) targets related to its material issues, aiming to create long-term value and resilience. It evaluates these targets for their effectiveness on an annual basis and revises them, when and where necessary, with the aim of continuous improvement.

The Group’s Sustainable Development (ESG) targets as well as progress for 2025 are presented below.

Targets related to Fourlis Group’s Material Topics		Progress 2025	Short-term targets 2025	Medium-term targets 2026 - 2030	Long-term targets 2031 - 2050
 ENVIRONMENT (E)	1. Energy & Emissions				
	CO ₂ emissions - Scope 1				
	Scope 1 Direct greenhouse gas emissions - Group	■	Calculation	Setting targets	-
	Scope 1 Direct greenhouse gas emissions - Greece	■	-2%	-40%	-
	Scope 1 Direct Emissions from combustion in stationary sources -Greece ⁽¹⁾	■	-4%	-100%	-100%
	CO ₂ emissions - Scope 2				
	Scope 2 Market-based indirect gross GHG emissions - Group	■	Calculation	Setting targets	-
	Scope 2 Market-based indirect gross GHG emissions - Greece	■	-34%	-50%	-100%
	Scope 2 Market-based indirect gross GHG emissions - Greece LFL ⁽²⁾	■	-34%	-50%	-100%
	CO ₂ emissions - Scope 3				
	Scope 3 Total gross indirect greenhouse gas emissions -Greece (Categories 1, 2, 4, 6, 7)	■	Calculation	Targets setting	-
2. Waste management					
Waste - Greece		■	Mapping of waste management providers and recording of income/expenditure from recycling of materials	Searching for partnerships to further improve waste management/ Actions and Target Setting	-
Food waste to landfill - Greece		■	-	Action plan to eliminate food waste ending to landfill	-

(1) Measurements from locked-in greenhouse gas emissions from reserve oil fuel stocks for generators and fire-fighting systems are not included in Scope 1 - Direct Emissions from combustion in stationary sources and constitute 0.02% of the total in Greece.

(2) The index has been calculated based on Like-for-Like (LFL) comparisons with respect to the year 2024. To ensure the accuracy and comparability of the data, all facilities (physical stores) that were not active throughout both years (2024 and 2025) were excluded from the Scope 2 calculations. In particular, any facilities opened or closed during this period were not included in the calculations in order to avoid distorting the results of the comparison.

2025 Progress Against the Short-Term Target

■ Exceeds target (significant progress) ■ On target (progress as planned) ■ Short of target (no progress or weaker progress)

Targets related to Fourlis Group’s Material Topics

		Progress 2025	Short-term targets 2025	Medium-term targets 2026 - 2030	Long-term targets 2031 - 2050
 SOCIAL RESPONSIBILITY (S)	3. Working conditions				
	Number of fatalities due to work-related injuries and illnesses	■	0	0	0
	Percentage (%) of women at Fourlis Group	■	≥50%	≥50%	≥50%
	Percentage (%) of women in managerial positions (Greece)	■	≥45%	≥45%	-
	Percentage (%) of women at Fourlis Group Board of Directors	■	≥33%	≥33%	≥33%
	4. Social contribution				
	Annual support to society (€)	■	≥400,000	≥400,000	-
 GOVERNANCE (G)	5. Consumers and end users				
	Cases of non-compliance with legislation on Health and Safety impacts of Fourlis Group products.	■	0	0	0
	6. Corporate Culture & Governance				
	Number of confirmed cases of corruption or bribery	■	0	0	0
	Incidents related to possible personal data leakage	■	0	0	0
	Evaluation of the Group's key suppliers with ESG criteria ⁽³⁾	■	Design of a supplier evaluation system	50	50

(3) Basic suppliers based on cost and risk.

2025 Progress Against the Short-Term Target

■ Exceeds target (significant progress) ■ On target (progress as planned) ■ Short of target (no progress or weaker progress)

Further information on the targets related to the Group’s Material Topics, as well as progress against those targets, is available in the 2025 Annual Sustainability Report (CSRD Report), at the Group’s [website](#).

Contribution to the UN Sustainable Development Goals (SDGs)

Through its business activities and responsible operation, the Group actively contributes to the achievement of the UN Sustainable Development Goals (SDGs).

More information on the Group’s initiatives and actions and the goals’ achievement to which they contribute is available in the sections of the Report that follow.



Environment



- ▷ The Group's approach to contributing to environmental protection
- ▷ Energy & Emissions
- ▷ Resource use and circular economy
- ▷ Reduction of food waste
- ▷ Public and employee awareness raising activities

The Group's approach to contributing to environmental protection



In the context of the global need to protect the environment, contributing to the mitigation of climate change and reducing its resulting impacts are at the core of the Group's sustainability strategy.

With respect for nature and future generations, the Group operates responsibly and promotes sustainability across all aspects of its activities, actively contributing to the protection of the planet.

The Group's approach includes:

- > assessing risks and opportunities associated with climate change
- > adopting sustainable practices and investing in technologies that help reduce its environmental footprint
- > implementing a series of targeted measures, initiatives and interventions, such as actions aimed at reducing greenhouse gas emissions generated by its operations
- > conserving and recycling natural resources, as well as integrating circular economy practices
- > raising awareness among employees and the public on environmental protection and the adoption of responsible lifestyle choices.

The Group sets relevant targets, systematically monitors and evaluates the impacts of its activities and the outcomes of its strategy and proceeds with revisions whenever necessary, aiming for continuous improvement.



Energy & Emissions

As part of its long term sustainability strategy and its pathway towards climate neutrality by 2050, Fourlis Group has carried out strategic planning and has set specific targets aligned with its commitment to the gradual reduction of its carbon footprint, while maintaining its operational efficiency.

At the same time, the Group implements measures and initiatives aimed at reducing energy consumption and greenhouse gas emissions across its entire value chain.

Indicative measures and initiatives are presented below:



Implementing energy efficiency upgrades and developing energy efficient infrastructure, such as installing LED lighting, upgrading heating, ventilation and air conditioning (HVAC) systems and investing in smart energy management systems to monitor and optimize energy consumption across its facilities.



Investing in renewable energy solutions, including the installation and use of photovoltaic systems, ensuring long term energy sustainability and reduced dependence on fossil fuels.

The Group invests in photovoltaic installations with a focus on self consumption and net metering, reducing its dependence on grid electricity (e.g., Schimatari Warehouse – Trade Logistics & IKEA Nicosia, Cyprus). At the same time, it invests in photovoltaic systems for energy generation and sale to the grid (Schimatari Warehouse – Trade Logistics).

In 2025, the solar energy project using photovoltaic panels for hot water production (IKEA Thessaloniki store) was likewise brought into operation.



Procuring energy from renewable sources through Guarantees of Origin (GOs) for 2025 for part of its facilities in Greece, reinforcing its commitment to renewable energy use.



Gradual replacement of refrigerants in IKEA stores (since 2022), transitioning to lower Global Warming Potential (GWP) alternatives, thereby reducing the environmental impact of cooling systems.



Designing new IKEA stores, launched in 2025 in Greece, according to high energy efficiency standards.



Reducing energy consumption by switching off lighting, including illuminated signage, during night hours to minimize unnecessary electricity use.



Transitioning to low emission transport partnerships (electric and low emission vehicles) for last mile deliveries, in collaboration with logistics providers.



Integrating tools for monitoring and measuring energy use and carbon emissions, ensuring data transparency, disclosing relevant results and using insights to support evidence based decision making.



Energy Upgrade and Decarbonization Program

During 2025, Fourlis Group implemented the first phase of a comprehensive energy upgrade and decarbonization program, with the main project being the interventions carried out at the IKEA Thessaloniki store, which began in 2024 and were completed in 2025.

The project included the upgrade of the Building Management System (BMS)—a central automation system that enables real time monitoring and optimization of air conditioning, ventilation and other subsystems, the replacement of old heating and cooling units with new high efficiency systems, the installation of an active solar system for domestic hot water production and the upgrade of the existing air conditioning subsystem at the Exit Café.

These investments significantly enhanced the store's energy performance, reduced overall energy consumption and contributed to the Group's goal of gradually phasing out fossil fuels by eliminating the use of oil for heating and hot water production.

The Group's objective is the full transition of existing stores to solutions that do not rely on fossil fuels, thereby reducing both their environmental and economic footprint. The program will continue in the coming years, with similar energy upgrade projects planned for additional IKEA stores.



The energy upgrade of the IKEA Thessaloniki store marks an important step towards decarbonizing our operations. Through targeted investments in efficient technologies, we are reducing energy consumption and progressively move towards full independence from fossil fuels.

Tasos Anastasiadis
Maintenance Team Leader, IKEA Thessaloniki

Greenhouse Gas Emissions



Greece

-15%

the reduction in **direct*** GHG emissions
(Scope 1)

(2025: 1,451.77 t CO₂e vs base year 2023:
1,712.41 t CO₂e)

-39%

the reduction in **Indirect**** GHG emissions
(Scope 2-market based***)

(2025: 5,757.19 t CO₂e vs base year 2023:
9,467.89 t CO₂e)

-47%

the reduction in **indirect**** GHG emissions
(Scope 2-market based***) **Like For Like
(LFL)******

(2025: 4,908.68 t CO₂e vs base year 2023:
9,343.98 t CO₂e)

*Direct Emissions (Scope 1): Includes direct emissions from fuels used by equipment, fleet vehicles, firefighting systems and fugitive emissions from coolants of the Fourlis Group.

**Indirect Emissions (Scope 2): Result from supplied electricity.

***Market-based emissions: refer to emissions calculated based on the supplier's energy mix, taking into account Guarantees of Origin and other electricity origin-specific products that the supplier offered to a share of its customers during the year.

**** Like-for-Like (LFL): the index has been calculated based on Like-for-Like (LFL) comparisons with respect to the year 2024. To ensure the accuracy and comparability of the data, all establishments (physical stores) that were not active throughout both years (2024 and 2025) were excluded from the Scope 2 calculations.

In 2025, the Group also proceeded to:

> the measurement of Scope 3 GHG emissions generated by its activities in Greece for five* categories.

97,238.29 t CO₂e

the Scope 3 GHG emissions in Greece

*Category 1: Purchased Goods & Services, Category 2: Capital Goods, Category 4: Upstream Transportation & Distribution, Category 6: Business Travel, Category 7: Employee Commuting.

> a significant expansion in monitoring the GHG emissions generated by its activities, extending the measurement of direct (Scope 1) and indirect (Scope 2) GHG emissions to Cyprus, Bulgaria and Romania, thereby achieving full coverage at Group level.

2,502.68 t CO₂e

the direct (Scope 1) GHG emissions of Fourlis Group

12,602.81 t CO₂e

the indirect (Scope 2-market based) GHG emissions
of Fourlis Group

Further information on the strategy, targets and initiatives to reduce the Group's carbon footprint, as well as on the methodology for calculating greenhouse gas emissions, is available in the 2025 Annual Sustainability Report (CSRD Report) on Fourlis Group [website](#).

Resource use and circular economy

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



Indicative examples of related initiatives implemented across the Group's companies are presented below.

Recycling programs implemented in collaboration with authorized sorting and specialized waste processing providers for the appropriate treatment of the respective waste categories.

Awareness initiatives aimed at the public and employees to promote responsible waste reduction and disposal habits. Special recycling bins for hazardous (e.g., lamps, batteries) and non hazardous (e.g., paper, aluminum) materials have been installed at the Group's facilities in Greece, ensuring their proper disposal.

Replacement of part of the single use cardboard boxes with reusable plastic containers for transporting INTERSPORT and FOOTLOCKER merchandise from the central warehouse (Trade Logistics) to stores in Greece.

Use of packaging made from recycled and recyclable materials for the shipment of e-commerce orders of the Group's companies in all countries of operation.

Expansion, by the Group's companies, of product lines made from recycled materials, as well as of products that support a sustainable lifestyle.

Elimination (as of 2023) of plastics in the restaurants, cafés and office areas of IKEA stores, replacing single use plastic utensils, cups and packaging with biodegradable or reusable alternatives.

The Group continues its efforts to fully understand and optimally utilize resources—an approach that it aims to gradually extend to all countries in which it operates. To this end, it is also exploring additional collaborations with relevant waste management service providers.

Reduction of food waste

IKEA, of Fourlis Group, has invested in an electronic food waste monitoring and recording system (*Waste Watchers*) in its restaurants' kitchens.

Furthermore, it trains all human resources employed in IKEA stores where the *Waste Watchers* system is applied, on the impact of food waste on the environment and the importance of proper inventory recording and management.

Until 31/12/2025, the *Waste Watchers* electronic system operates in IKEA Kifissos, Airport, Maroussi (The Mall Athens), Ioannina, Larissa, Thessaloniki, Nicosia Cyprus, as well as Varna and Sofia stores in Bulgaria.

During the period 1/1/2025-31/12/2025 IKEA:



*base year: 2021 (August)

With the aim of improving the management of food waste from IKEA restaurants and eliminating waste that ends up in landfills, the Group is exploring partnerships that will enable its effective diversion for valorization.

It is also worth mentioning that the waste cooking fats and oils from IKEA stores' restaurants are forwarded for recycling in all the countries where the Group operates.

31,322 lt
of oil were promoted for recycling in 2025.



Alliance against food waste

Since 2022, IKEA has been a member of the Alliance to Reduce Food Waste, <https://foodsavingalliancegreece.gr/>, a collective effort in which public authorities, professional and scientific bodies, food and catering companies from all stages of the supply chain, Civil Society organizations, academic and research community bodies, join forces.



Reducing food waste in IKEA store restaurants, is a key priority for us. Through systematic monitoring, team training and process optimization, we significantly reduce food waste, contributing to a more responsible and sustainable operating model across Greece, Cyprus and Bulgaria.

Zacharias Minadakis
IFB Manager, IKEA

Further information on the Group's approach, strategy, targets and initiatives contributing to environmental protection is available in the 2025 Annual Sustainability Report (CSRD Report), at the Group's [website](#).

Public and employee awareness initiatives

INTERSPORT dedicated March to recycling and environmental protection

In March, on the occasion of World Recycling Day, INTERSPORT implemented for the 11th year the initiative **“We run non-stop, we recycle with passion!”**.

As part of the initiative, which is taking place in Greece in collaboration with Recycom and in Cyprus, Bulgaria and Romania with local partners, everyone is given the opportunity to recycle their old sneakers in special recycling bins available at INTERSPORT stores, while enjoying a **20% discount** on the purchase of new running shoes.

The same discount was also offered to online users with the encouragement to recycle their old pair in one of the **3,200 available recycling bins** of Recycom as well as at those of local partners in Cyprus, Bulgaria and Romania.

7 tons of shoes were collected and recycled in 2025 across all countries where INTERSPORT, of the Fourlis Group, operates, significantly contributing to the reduction of waste volume and of the environmental footprint.



Visit to the ARCHELON Sea Turtle Rescue Centre

In November, a free guided tour was organized for employees and their families at the Sea Turtle Rescue Center ARCHELON in Glyfada, Attica.

Participants had the opportunity to tour the sea turtle rehabilitation facilities and attend an educational program focusing on the species' evolution and biology, the threats it faces, as well as the important rescue, treatment and rehabilitation work carried out by the ARCHELON Association. At the same time, they were informed about the turtles' life cycle and the protection initiatives implemented on nesting beaches, gaining a unique hands on experience that fostered awareness, connection with nature, and understanding of the need for environmental protection.



Social Responsibility



- ▷ Our People are our driving force
- ▷ For the Society
- ▷ For the people who trust us



Our People are our driving force

The Group's people, all those who daily support its operations, are its driving force.

At Fourlis Group, the cultivation of a culture of respect, equality, diversity and inclusion, the creation and safeguarding of job positions, occupational health and safety conditions, meritocracy and personal development, the 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.

Employment

Fourlis Group creates 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.

On December 31st 2025, Fourlis Group had

4,586¹ employees

↑ vs 2024 (4,436)

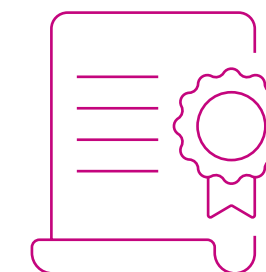
¹The number of employees is defined as the number of individuals (calculated using the headcount methodology) as at 31.12.2025 and 31.12.2024 respectively. "Employees" are defined as those directly employed by the Group.



**INVESTORS
IN PEOPLE**
MAKE WORK BETTER

INVESTORS IN PEOPLE certification

In 2023, FOURLIS HOLDINGS S.A. achieved Silver certification under the internationally recognized standard, INVESTORS IN PEOPLE (IiP), for the 3rd consecutive year. The INVESTORS IN PEOPLE certification, which will be valid for 3 years, is a tool that helps businesses and organizations improve their performance in achieving their business objectives through Human Resources management and development.



Respect for Human Rights

For Fourlis Group, the protection of Human Rights is part of its culture and a strong priority, both at a Management and employee level.

The Group approaches the issues related to the respect and protection of Human Rights in a systematic way. It implements a **Human Rights Policy**, as a means of ensuring compliance with applicable laws and international standards and guidelines, making it clear that it respects Human Rights and shows no tolerance for their violation.

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 partners/suppliers of the Group and third parties working with them on behalf of Fourlis Group are expected to adopt the Policy principles.

Adherence to the Human Rights Policy is monitored through regular internal audit and compliance reviews, 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, with respect to national and international developments.

The Principles of the Human Rights Policy are developed in the following subjects:



In order to safeguard Human Rights, the Group adopts:

- > Code of Conduct/Code of Conduct Line-Whistleblowing System
- > Supplier Code of Conduct
- > Policy for Fighting Discrimination, Violence and Harassment at the Workplace
- > Charter of Operations
- > 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

0

**Serious human rights violations
in the Fourlis Group**

Diversity and Inclusion

Fourlis Group embraces diversity, is committed to combating discrimination and promoting equal rights in the workplace and creates a unique work environment with the aim of offering its people inspiration so that they can daily bring out their best selves.

The Group also approaches the issue of Diversity and Inclusion on three axes:

- > Inclusive Leadership
- > Gender Equality
- > People with Disabilities



In 2025, Fourlis Group implemented the following actions:

Gender equality / Women empowerment:

- > 3rd cycle of the 6-month **Mentoring** program, in which **29** women, employees of the Group in Greece, participated. The program was implemented in collaboration with the WHEN organization.
- > **Financial Literacy**, a free cycle of training seminars on women's empowerment where **47** employees participated.
- > **Actions on the occasion of International Women's Day**, on March 8. Fourlis Group invited employees to share, on an internal communication channel, words that describe women who inspire them. Participants won wellness gifts from Holland & Barrett. At the same time, 30 employees enjoyed a guided tour at the Maria Callas Museum in Athens, while 15 employees in Larissa attended an Opera Gala with the famous soprano Myrto Papathanasiou.

57%

the women in the total number of employees

↑ vs short-term target 2025 (≥50%)

45%

the women in manager/supervisor positions in Greece

⌄ short-term target 2025 (≥45 %)

People with disabilities

The Group continued its collaboration with the *Association of Social Responsibility for Children and Youth (S.K.E.P.)* and proceeded with:

- > further accessibility audits for blind people, wheelchair users and deaf/hard of hearing people in its stores (INTERSPORT Ermou store in Attica).
- > the preparation of an intervention plan to improve accessibility in its stores, following the accessibility audits carried out in 2024 by

S.K.E.P. in 4 IKEA stores (Airport, Kifissos, The Mall Athens, Piraeus) and INTERSPORT River West store in Attica.

- > an educational program to inform and familiarize Group executives with disability and accessibility.

The Group also initiated a collaboration with the *Vocational Training Center Margarita* and proceeded with the integration of people with neurodevelopmental disorders into its human resources.

In 2026, the Group will continue to focus on Diversity and Inclusion issues, with particular emphasis on the **People with disabilities** axis and specifically on the design of training programs aimed at familiarizing store employees with disability and serving customers/visitors with disabilities.



Our collaboration with the Margarita Vocational Training Center is a meaningful step towards a more inclusive workplace. By offering employment opportunities to individuals across the neurodiversity spectrum, we foster a culture of acceptance and respect that creates value for both people and the organization.

Maria Kolokytha
Regional HR Manager, INTERSPORT

Equal Pay

Our fair and competitive remuneration practices reflect the Group's values, substantially enhancing employees' security, flexibility and well being. At the same time, the Group ensures the preservation of internal equity and external competitiveness of pay, a critical factor for effectively attracting and retaining talented employees.

In 2026, the Group plans to implement a **Job Evaluation initiative** with the aim of developing a new, fair and transparent **Career & Rewards Framework**, in line with the requirements of the new **Directive (EU) 2023/970 on Pay Transparency***.

This initiative ensures that career development opportunities and remuneration are based on clear, objective and equitable processes, fostering an inclusive working environment that strengthens trust, engagement and equal treatment for all employees.

* Directive (EU) 2023/970 was adopted in 2023 with the objective of reinforcing the application of the principle of equal pay between men and women for equal work or work of equal value. EU Member States, including Greece, are required to transpose it into national law by 7 June 2026.

Employee Benefits and Rewards

At Fourlis Group, employee benefits are shaped by the Group's strong corporate values, placing people at the center and emphasizing integrity, transparency, ethics and a commitment to well being.

In this context, the Group consistently invests in life and health insurance, offering comprehensive health and protection programs for every stage of life, while also strengthening support for families through increased childbirth allowances.

At the same time, it enhances the long term financial security of its people through a pension program, reflecting genuine care and reliability toward employees.

Aligned with the value of respect and human development, the Group promotes flexibility through flexible working hours, supporting a healthy balance between personal and professional life.

At Fourlis Group, we have a moral responsibility to recognize and reward the contribution, dedication and effort of our people to the Group's success, while ensuring that we support them - and their families - in every possible way.



For this purpose, we have established and implement a wide range of initiatives that create value for everyone, such as:

> Awarding Honor Students: Award of children of employees who are either excellent students or have been admitted to universities. **139** students were awarded in 2025.

> Benefits and actions for Group employees who are parents and their families:

- **Gift cards for employees' weddings and childbirths:** The Group supports all employees in the most important moments of their daily lives, by providing wedding and childbirth/adoption/foster care gift cards.

- **For parents of children with disabilities:** Provision of 5 additional days of annual paid leave as well as coverage of part of the expenses related to the purchase of necessary equipment.

- **Scholarship Program:**

- Implementation of the *I Study with a Scholarship* program for children of employees in Greece, Cyprus, Bulgaria and Romania, who study in universities and whose families face difficulties in supporting the academic expenses. In 2025, the Group provided **5** scholarships in Greece, **1** in Cyprus, **2** in Bulgaria and **1** in Romania, of total worth **€27,000**.

- Provision of *Ilias Fourlis* scholarship to an excellent student admitted to a university in Greece. In 2025, **1** child of an employee received the Ilias Fourlis scholarship worth **€5,000**.

- **Employees' children summer employment:** : A 2-week employment of children of Group employees, during summer, to gain work experience. The program involves teenagers aged 15-18 in Greece and 16-18 years old abroad, who are hired in Fourlis Group companies in accordance with each country's labor laws. In 2025, a total of **65** children were employed.

- **Talks for parent employees:** In 2025, a talk was also held on returning to school and establishing healthy boundaries in screen use, in collaboration with *Project Parenting*, the first holistic educational platform for parents.

Health and Safety

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 in 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, ensuring compliance with the Health and Safety Policy is an important priority. Responsible for the implementation of the policy is the Group's Human Resources 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 with 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 to the entire workforce (direct employees) and third-party employees such as suppliers and partners (indirect employees), who work or visit its facilities. The Group Health and Safety Director is responsible for the system implementation.

The Group also has a Risk Management Team, under the responsibility of the Group Health and Safety Director.

There are also employees trained to deal with emergencies in all the 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 for the ventilation, the elevators, firefighting and fire safety, etc.

Employee training on health and safety topics

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:

- > Performance of a scheduled annual exercise on store evacuation with the participation of customers
- > Performance of scheduled biannual store evacuation exercise, without the participation of customers
- > Training of Fire Safety and Firefighting Teams

- > Performance of regular fire safety exercises
- > Training of First Aid Teams
- > Training of all new employees on health and safety issues in the workplace
- > Regular training on health and safety at work for department-specific employees where the nature of their work demands it, such as those who are employed in restaurants, warehouses, the decorating team, maintenance, carpentry.
- > Special educational video on safety issues available in all languages of the countries in which the Group operates.

100%

the percentage of employees (direct and indirect) covered by the Health and Safety System

0

employee fatalities as a result of occupational accidents and work-related diseases

Promotion of employee health and well-being



The EF ZIN (Well-being) program was launched by the Sustainable Development and Corporate Social Responsibility Division in 2010, with the main objective to inform employees on health and well-being issues, encouraging them to adopt a healthier lifestyle.

In the context of the EF ZIN program, actions regarding health and prevention, mental health, healthy diet, exercise, etc., are annually organized.

Some of the most important EF ZIN actions that took place in 2025, are presented below.

> **Counseling support line:** The operation of the Counseling/ Psychological Support Line for the Group employees in Greece and 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 employees, in collaboration with specialized counselors/ psychologists. Both employees and their relatives (spouses, adult children) can call the line anonymously, talk to the counselors/ psychologists and receive, in complete confidentiality, direct advisory support and guidance on issues that concern them and affect their personal, family and professional lives.

The Line operates 24/7/365 and in 2025 received **283** calls.

> **Online individual sessions with psychologists:** The service of individual online sessions with psychologists for employees in Greece and Cyprus, provided since 2022, continued.

In 2025, **69** sessions were implemented.

> **Mental Health 1st Aid Training:** The Risk and Crisis Management Training (Mental Health 1st Aid) for employees, which were launched in 2024, continued. The training, which focuses on mental health in the workplace, is implemented by specialized and experienced in the field of mental health professionals. The aim of the trainings is to promote awareness and understanding of mental health issues in the workplace, to highlight the role of leaders and to commit to defending the mental health of employees through the role of Leader.

In 2025, **5** trainings were implemented, attended by **75** employees.

> **Talks:** the organization of talks aimed at the mental empowerment and resilience of employees continued, with Ms. Alex Panayiotou invited, a motivational speaker and ultra-long-distance runner, who spoke to employees about managing change and the ways in which they can overcome obstacles with strength and self-awareness.

> **Nutritionist Line:** A new service, the free Nutritionist Line, was launched for employees in Greece and Cyprus, in collaboration with dietitians/nutritionists. The Nutritionist Line provides personalized nutrition programs for weight management, guidance and personalized information on nutrition-related issues as well as nutritional approaches for health conditions that require special nutritional treatment.

> **Sports:** The Group's employees participated in **18** sports events, enhancing physical and mental well-being and team spirit.

In **Greece**, employee teams participated in major road events such as the Authentic Athens Marathon, the "Alexander the Great" Marathon in Thessaloniki, the Ioannina Lake Tour and the Patras Half Marathon, as well as in actions with a social message such as the Race for the Cure® - Alma Zois, for the prevention of breast cancer. They also participated in mountain races and hikes, as well as in corporate tournaments such as the Hellenic Company Sports Games and the Commercial League championship, strengthening the connection between them, through the shared experience of sports.

In **Cyprus**, employees participated in the OPAP Limassol Marathon and the corporate Futsal football championship, while in **Bulgaria**, employees participated in bowling tournaments, in the large corporate sports event "Clash of the Titans" and in the Legion Run. In **Romania**, INTERSPORT employees participated in the two Bucharest Marathon events, held in May and October.

At the same time, the online pilates fitness program continued for employees in Greece, in collaboration with experienced trainers.

> **Wellness Month:** More than **800** employees participated in the Wellness Month, an action that was implemented in May at the Group facilities in Greece. Wellness Month included therapeutic massage and limb decompression sessions, body fat tests, stress management, meditation and yoga sessions as well as healthy smoothies for employees.



> **November:** on the occasion of Movember, the movement/global campaign to raise awareness among the male population about the prevention and fight against prostate cancer, an action was implemented in November that included a photo contest as well as broader information on men's health issues, in cooperation with doctors, nutritionists, psychologists and trainers.

> **Lending Libraries for Fourlis Group employees:** With the aim of promoting reading, lending libraries operate at Group companies' facilities in Greece, with books covering various interests (Greek and world literature, poetry, children/teenage literature, science, philosophy, etc).



Fourlis Group EF ZIN (Well-being) program meaningfully enhances our employees' everyday lives. By investing in health, wellness and work-life balance, we create an environment that holistically supports our Group's people.

Sofia Aroni

Sustainable Development & CSR Specialist, Fourlis Group

Employee Selection, Talent Acquisition and Retention

Talent Acquisition and Selection

Fourlis Group aims to attract qualified professionals who will be able to respond to the Group's transformation activities and the increased needs of its clients. At the same time, the Group seeks to attract people who wish to work in an international, modern and constantly evolving work environment.

In 2025, the Group's companies hired **2,245** employees. It is worth noting that more than 21,500 candidates submitted their CVs to the Fourlis Group's database, expressing their interest in joining the Group's workforce.

In 2025, the Group actively participated in more than **19** career and job search events organized by public and private entities (educational and non-educational institutions), thus enhancing its corporate profile and attracting new candidates.

In order to improve the efficiency of the recruitment process, the Group collaborates with "SmartCV", a Greek cloud tool for candidate tracking. Through "SmartCV", candidates can easily apply for jobs, receive automated notifications and feedback on their application and get in direct contact with the Group's Recruitment Team.

At Fourlis Group, we are committed to ensuring equal assessment of all candidates at every stage of the selection process. Recruiters ensure a well-designed and non-discriminatory method. Race, gender identity and expression, age, marital status, religious beliefs, nationality or disability of candidates play no role in the Fourlis Group process. Our

goal is to attract, develop, promote and retain the best talents, with their abilities and behavior as the sole criterion.

In addition, in the context of providing development opportunities for our employees, an Open Recruitment Policy is implemented, giving priority to our people to express interest in open positions in our companies and to move internally.

In 2025, a total of **137** employees applied for job positions through the Open Recruitment process, **97** of whom were selected for internal transfer.



At Fourlis Group, equal opportunities are a fundamental principle at every stage of the employee journey – from hiring to development and growth. Our goal is to foster an environment where every individual can thrive and reach their full potential.

Maria Georgiadi

People Experience & Growth Senior Manager, Fourlis Group

Employee Appraisal and Development

Performance Appraisal

Employee performance appraisal is a basic and fundamental tool, both for the recognition of the work and contribution of employees and managers, and for the creation and implementation of individual development plans.

The Group applies an annual unified Performance Appraisal and Development System for all its employees, ensuring a transparent and objective approach.

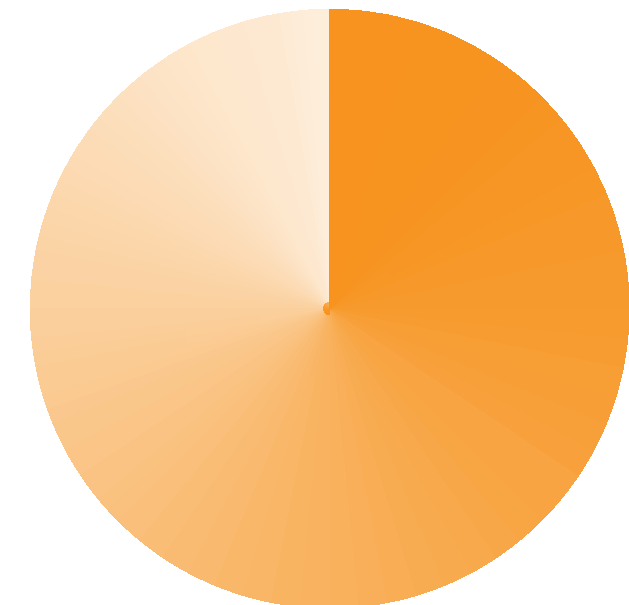
The Appraisal and Development process, which includes the assessment of measurable agreed goals, the assessment of employees' skills and behaviors, their self-assessment as well as a questionnaire on their professional ambitions, is carried out once a year for all Group employees. The Appraisal form also records all actions related to the Employee Development Plan. The overall result of this process ensures the meritocratic recording of the dynamics of the employees, in relation to their development and evolution plan.



For a better understanding and smooth conduct of the evaluation process, in 2025 targeted training was implemented for all employees, both for their role as evaluatees and as evaluators.

100%*
the percentage of employees who participated
in the annual Performance and Development Review

**In 2025, the regular performance appraisal review for the 2024 reference year was not conducted due to a temporary system issue that affected the process at Group level. The performance appraisal review for the 2025 reference year was carried out normally in 2026, in accordance with the annual schedule.*



Training and Development



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 starts from the moment of hire. Continuous training and education are ensured through adherence to the training plan, which is developed after the annual performance review.

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
- > Digital Transformation
- > Diversity and Inclusion
- > Risk management
- > Conflict of Interest
- > Code of Conduct and the Code of Conduct Line-Whistleblowing system
- > Regulatory compliance and the Policy and Procedure for the Prevention, Detection and Management of Conflicts of Interest
- > Information Security
- > Issues related to health and safety in the workplace

This program is implemented both in classroom and via e-learning. In addition, all newly hired employees receive the Internal Labor Regulation of each company.

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

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



In 2025, e-learning trainings on issues such as Human Rights, Diversity & Inclusion, Compliance & Conflict Management System as well as Risk Management and Information and Information Systems security, as well as the Performance Review process, continued. These trainings are mandatory for everyone.



2.2*

Average training hours for women at Fourlis Group*



vs 2024 (1.8)

2.0*

Average training hours for men at Fourlis Group*



vs 2024 (1.4)

** The average training hours for women and men were calculated according to the requirements of the ESRS-European Sustainability Reporting Standards and concern in-person and distance learning. The training hours presented do not include the companies SPORTSWEAR MARKET HELLAS LTD and SPORTSWEAR MARKET ROMANIA S.R.L., which were established in 2025 and joined the Group following the acquisition and integration of the Foot Locker stores in April 2025.*

In the broader context of facilitating the rapid and successful integration of new entrants, in 2025 Intersport Greece established three stores as College Centers, strategically strengthening the onboarding process of new associates. The College Centers operate as educational hubs, where new entrants undergo four days of intensive training and experiential learning, acquiring the basic knowledge and functional skills required for their role. Through this structured onboarding experience, we ensure that new associates move to their placement store better prepared, with

increased self-confidence, a strengthened understanding of our culture and a clear perception of performance expectations.

INTERSPORT Greece also invested in the adoption of the Atobi platform, an innovative digital training and internal communication solution. The platform operates as a modern learning & engagement hub, combining product training content, quizzes and interactive tools, enhancing the continuous development of skills at all levels of the organization. At the same time, Atobi operates as a community building, enhancing communication between stores and teams, the exchange of good practices and the diffusion of corporate culture.

The development of our people is a primary goal of the Group and a key pillar of our philosophy and success. We recognize and develop talents, aligning their personal strengths with our business goals. Our commitment to professional development and innovation ensures that our people thrive, leading the Group to continuous success and excellence.

In this context, INTERSPORT Greece introduced the process of Development Centers. The Development Centers are a structured and objective process of assessing and developing talent, through targeted exercises, operational scenarios and assessment of leadership and operational skills. In 2025, three Development Centers were implemented, through which 65% of the participants were promoted, confirming our strategic choice to invest in internal mobility, potential recognition and the sustainable development of our people.

Similar solutions are being studied and will be implemented in other Group companies as well.

Communication, Employee Engagement and Satisfaction

Communication is at the core of the Group, whether it concerns its customers or its people. We recognize its value and the decisive role it plays in our success. That is why we daily make sure, through our actions, to encourage our people to communicate, be informed, exchange opinions and share ideas and goals.

Through the structured Employee Engagement Survey that is conducted simultaneously in all the Group companies and countries of operation, the Group's efforts are evaluated and, in collaboration with its people, actions aimed at further satisfying them are planned. Based on the results of the survey conducted in December 2025 which will be available within 2026, specific actions will be planned to further strengthen our working environment.

In addition, with technology as an ally, the Group provides its employees with modern tools that facilitate the dissemination of information, enhance communication and contribute to improvement and efficiency.

The e-employee digital experience includes:

- > Mobile applications, operating as an internal social network exclusively for Group employees
- > Electronic employee self-service platform
- > E-learning platforms for education and training.

At the same time, the Group organizes a series of corporate events that aim to strengthen cohesion, a sense of belonging and corporate culture, through shared experiences and actions. In 2025, multiple Group and company events were organized in all the countries where the Group operates.

Advocating the continuous recognition and strengthening of the application of our Group values in our daily lives, in 2025 the implementation of the BRAVO program continued. Bravo is a program to highlight and reward employees who, through specific behaviors, are distinguished for their professionalism and their special contribution, in accordance with the Group's Values. In 2025, **20** employees were highlighted and awarded.

At Fourlis Group we are also proud of our high employee engagement and retention rate, with over 1,200 employees having been with the Group for 10 consecutive years or more. In 2025, a total of **138** employees were awarded at special events for completing 10, 20 and 30 years of service respectively.



For the Society

Active and responsible social contribution and organization of volunteer activities for employees

Social responsibility is an integral part of the Group's philosophy. The Group is committed to supporting the societies in which it operates through initiatives that promote education, health and social cohesion. Responding to the needs of society, it aims to be a force for positive change in people's lives and has a vision of creating conditions of prosperity for all, making a reality a happy and sustainable life full of satisfaction for every person and society.

In this context, Fourlis Group seeks to be in constant contact with both local communities and the wider society in the countries where it operates. This is achieved through established communication and engagement channels, with the aim of being informed about their needs and 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 accordance with the Group's Sustainable Development and Corporate 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 Corporate Social Responsibility Division maintains close communication and cooperation with executives from all Group's companies to jointly plan, coordinate and implement these actions.

In 2025, Social Responsibility programs and actions took place in all countries where the Group operates, the most important of which are presented below.

> €548,000

**Annual contribution for the support of the society
(Greece, Cyprus, Bulgaria, Romania)**

↑ vs the short-term target of 2025
(≥ €400,000)

12

**Corporate volunteering activities
(Greece, Cyprus, Bulgaria, Romania)**

Actions to support society

Stations of Joy¹

IKEA, of Fourlis Group, within the framework of the Group's overall Social Responsibility program and in particular the *Stations of Joy* program, continued to support Municipal Nursery schools and Kindergartens throughout Greece, by fully refurbishing **7** more Kindergartens. These are Kindergartens at the Municipalities of Chania, Tyrnavos, Filiates, Nikaia, Pella, Patras and Gortyna in Heraklion, Crete, which accommodate about **200** children.

IKEA offers all the necessary, suitable and safe equipment for children and teachers, while IKEA decorators undertake the configuration and decoration of the spaces so that children and employees of each school can enjoy a better everyday life in a new, warm, safe and welcoming environment.

Since the launch of the Stations of Joy program in 2013, 98 schools have been equipped for more than 4,200 children.



GREECE

Make-A-Wish Greece²

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 2025, 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.

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 2026 they will continue to support *Make-a-Wish Greece* as they share the same belief, that we should never stop trying for children.

Since the beginning of the cooperation between IKEA and Make-A-Wish, a total of 224 children's rooms have been equipped.

^{1,2} The Stations of Joy initiative and the Group's support to the organization Make-A-Wish are long-term and are not limited to the reference period of the Report.

Actions to support society

Child Protection Center at Penteli

IKEA donated household items and equipped a short-term accommodation facility for children with disabilities at *Child Protection Center* at Penteli, Attica.

WWF ³

IKEA continued the support program to *WWF Hellas*, which started in September 2021, for dealing with the effects of forest fires. *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, as Penteli in Attica.

IKEA offers to *WWF Hellas* the 10% of each sale of rechargeable batteries and chargers.

Since the beginning of the program and until the end of 2025, €166,675 has been allocated for this purpose.

Meals' Donation ⁴

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 2025 IKEA continued the donation of meals not consumed at its stores' restaurants in Greece, to people in need.



GREECE

The meals were offered to the following organizations:

- > RETO Hellas Association (Attica)
- > Municipality of Egaleo Social Service Department (Attica)
- > Community House Ariadne (Attica)
- > Parish breadline of Estavromenos Church in Tavros (Attica)
- > Western Athens Citizens' Movement (Attica)
- > Piraeus Solidarity for All Organization (Attica)
- > Psarafteio 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)

In 2025, approximately 50,000 meal portions were offered, while since 2012, more than 833,000 meal portions have been offered.



IKEA's social contribution extends across all countries where we operate, through initiatives that support local communities and improve people's everyday lives. Through meaningful partnerships and actions, we aim to contribute to a more sustainable and inclusive society.

Yiota Chartofylaka
Marketing Sustainability Specialist, IKEA

³ The Group's support to the organization *WWF Hellas* is long-term and is not limited to the reference period of the Report.

⁴ The collaboration with the Non-Profit Organization *BOROUME* and the Meal Donation initiative are long-term and are not limited to the reporting period of the Report.

Actions to support society

Stations of Joy⁵

Since 2017, IKEA Cyprus, part of Fourlis Group, has been implementing the *Stations of Joy* program within the framework of the Group's overall Corporate Social Responsibility program, fully equipping municipal community kindergartens in various areas of Cyprus.

In 2025, IKEA Cyprus proceeded with the complete equipping of **2** schools in the areas of Pano Lefkara and Arappidou in Larnaca, where approximately **75** children are accommodated.

IKEA offers all the necessary, suitable and safe equipment for children and teachers, while IKEA decorators undertake the configuration and decoration of the spaces so that children and school employees can enjoy a better everyday life in a new, warm, safe and welcoming environment.

Since 2017, IKEA Cyprus has equipped 21 community kindergartens for more than 620 children.

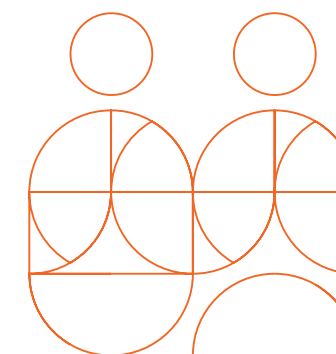


CYPRUS

Meals Donation⁶

IKEA Cyprus proceeded with the offer of meals that are not sold in the restaurant of the IKEA store in Nicosia, to vulnerable social groups. Through this action, in 2025 IKEA Cyprus offered more than **6,570** portions of food to the *Pancyprian Association of Single Parent Families & Friends*.

Since the launch of the meal donation action in 2022, IKEA Nicosia has offered more than 22,000 portions of food.



^{5,6} The Stations of Joy and Meals Donation are long-term and are not limited to the reference period of the Report.

Actions to support society

IKEA Bulgaria:

- > Continued its collaboration with UNICEF (since 2013) for the implementation of the Organization's programs, focusing on the protection of early childhood development and family care and ensuring access to quality and inclusive education, contributing to every young child growing up in a supportive family and social environment.
- > Supported UNICEF's initiatives to raise awareness among employees, customers and the wider public regarding the issue of bullying in schools, organizing a related campaign in its stores on the occasion of the Pink Shirt Day (International Day Against Bullying).
- > Organized, in cooperation with UNICEF, the 5th children's drawing competition. The competition is part of the global *Let's Play for Change* campaign, which aims to support every child's right to play.
- > Proceeded with product donations to cover the needs of organizations such as *SOS Children's Villages*, the *Cultural Center* in Veliko Tarnovo and the *Social Service for children and families* in Sofia.
- > Hosted local producers in the parking of the IKEA Sofia store, that store visitors could visit completely free of charge, during all year's weekends.



BULGARIA



Actions to support society

Support of vulnerable social groups

INTERSPORT proceeded to a collaboration with the organization *Mission Anthropos* and donated sports equipment such as pairs of shoes, clothing and accessories, to meet the needs of vulnerable social groups.

Support to Make-A-Wish

INTERSPORT supported *Make-A-Wish Greece* through the following initiatives:

- > Part of the gift-packaging sales was donated to the organization. The amount reached €3,000.
- > Wish Stars were available for purchase at INTERSPORT stores.
- > During the Easter holiday season, candles for the support of the organization were available for sale both in physical stores and online.
- > *Make-A-Wish* products were sold through the INTERSPORT e-shop to further support the organization's mission.
- > Supported *Asteromera*, the event held at the Athens College Theater, attended by students, teachers and supporters from across the country,

marking the official launch of the educational program *Wish Star*. During the event, schools that excelled in the previous year's creative competition were awarded for sending messages of support to children battling illness. INTERSPORT offered 300 gifts for this cause.

4th Midnight 3on3 Streetball

INTERSPORT supported the 4th 3on3 basketball tournament, the mini wheelchair basketball championship organized by OSEKA (H.W.B.F – Hellenic Wheelchair Basketball Federation) at Monastiraki square in May.



Support to ELEPAP

ELEPAP was supported by IKEA, INTERSPORT and FOOTLOCKER through the film "Rivals for Good", the first Greek YouTube Challenge in which more than 10 of the most popular Greek Gaming YouTubers join forces not for views, but to help associations for children with disabilities.

Through challenges, action and unpredictable trials, the Gaming YouTubers compete to raise funds that are allocated to selected charitable foundations and associations.

Through this initiative, IKEA, INTERSPORT and FOOTLOCKER donated to ELEPAP a total of €15,000 in products and gift vouchers, to help cover needs and support the organization's work.



Giving back to society is an integral part of INTERSPORT's identity. Through initiatives that promote sport and well-being, we aim to inspire people and make a positive contribution to the communities we serve.

Eleni Metaxa

Regional Marketing Communications Manager, INTERSPORT



Emergency response

GREECE

IKEA proceeded to the donation of products to **12** fire-affected families at the Municipality of Vrilissia, in Attica, whose homes were affected by the devastating fires in the area of Penteli.

CYPRUS

IKEA Cyprus donated products to the Municipality of Ypsonas and to Civil Defense, to equip the structures that operated in public schools for the temporary housing of citizens affected by the devastating fires in the area.



Actions for culture

Association DIAZOMA

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.

Further information as well as the results of the association's actions, are available at: <https://diazoma.gr/en/>

ELLINIKI ETAIRIA-Society for the Environment & Cultural Heritage

Fourlis Holdings S.A. supports the *ELLINIKI ETAIRIA - Society for the Environment and Cultural Heritage (ELLET)*. The *ELLINIKI ETAIRIA - Society for the Environment and Cultural Heritage*, as its name suggests, has been actively fighting for the preservation of the environmental and cultural heritage of Greece 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, *ELLET* 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.

Recognizing the criticality and importance of climate change, *ELLET* 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.

Further information and the results of the actions of *ELLINIKI ETAIRIA - Society for the Environment & Cultural Heritage*, are available at:

<https://www.ellet.gr/en/> and <https://adaptivegreecehub.gr/en/>

Volunteering

The *Volunteer Day* is annually implemented for employees, within the framework of the Group's Sustainable Development and Corporate Social Responsibility program.

In 2025, **12** volunteer actions were implemented in all the countries where the Group operates. The actions were mostly chosen by employees.

Some of the most important actions implemented in 2025 are the following:

Voluntary Blood Donation

A voluntary blood donation, which is organized twice a year by Fourlis Group Sustainable Development and Corporate Social Responsibility Division, was organized at the Group's companies' facilities.

In 2025, voluntary blood donation took place in Greece and Cyprus, while through this action, a total of 396 blood bottles were collected.



Tree Planting

In October 2025, a tree planting event was held in Varipompi, Attica, in collaboration with WE4ALL Organization.

120 trees were planted, with the aim of restoring the area affected by repeated fires.

Before the tree planting, an environmental awareness talk on sustainable practices was provided, while an environmental workshop was also implemented for employees' children, based on natural materials.

A total of 60 people, employees and their families, participated in the action.



Volunteering

Actions for people with disabilities

Employees of the IKEA Ioannina store visited the *Neomartys Georgios Social Welfare Foundation* and decorated Easter candles together with adults with disabilities.

The employees visited the Foundation once again on the occasion of the Christmas holidays and offered gifts, while they decorated the Christmas tree with children and adults with disabilities.



Donation of food and other necessities

On the occasion of Christmas holidays, employees from Group companies in Greece, Cyprus and Romania collected, as every year, food and other necessary items, which were offered to numerous institutions and organizations to support vulnerable social groups. IKEA Thessaloniki employees also collected and donated food to the *Friends of the Thessaloniki Psychiatric Hospital Association* during the Easter period.



Alma Zois

More than **120** employees participated in *Greece Race for the Cure* in Attica, in *Pink Together for Hope* in Thessaloniki and in *Pink the City* in Patras, running races and walks organized by the *Panhellenic Association of Women with Breast Cancer Alma Zois* www.almazois.gr with the aim of informing and raising awareness about the prevention and early diagnosis of breast cancer as well as supporting the programs it implements for women with breast cancer.



Participating in the Group's volunteering initiatives is a truly meaningful experience. Through actions such as blood donation and supporting vulnerable groups, I see firsthand how collective effort can make a real difference.

Eugenia Kourmoulaki
Graphic Design Co-worker, IKEA Kifissos

Volunteer actions in Bulgaria



Employees of the IKEA Sofia store organized a charity Easter meal and raised money to buy food for the elderly in the village of Kushla and toys which they offered to the children hospitalized in the Zlatograd Pediatric Clinic, on the occasion of June 1, International Children's Day.



Employees of the IKEA Sofia store visited a public nursing home and read books, played games and kept company with the elderly who are accommodated in the facility.



Employees of the IKEA Sofia store participated, together with their families, in a Christmas workshop during which they created Christmas toys and decorations which were sold at a Christmas bazaar that was organized. The proceeds from the bazaar were donated to FAFA, an organization that supports young people with mental disabilities.



Employees of the IKEA Varna store visited the Children's Medical and Social Care Home where they proceeded to shape the outdoor areas and the garden, creating a neat, safe and beautiful environment for children.

Fourlis Group will continue to organize actions aimed at promoting volunteering, strengthening the culture of employee awareness about the importance of supporting fellow human beings and protecting the environment, as well as empowering relations between them.



For the people who trust us

Creating value for consumers and customers/visitors at the Group's stores/facilities

The Group aims to meet and exceed customer and consumer expectations by offering high quality and affordable products, as well as innovative, high standard services. It leverages opportunities to enhance customer experience through an integrated omnichannel approach that combines digital and physical services, personalization, simplified service points and improved accessibility. Continuous employee training, systematic measurement of customer satisfaction using internationally recognized indicators and the adoption of solutions that optimize navigation and checkout processes, constitute key pillars of the Group's strategy.



Products

The Group manages the quality and safety of the products sold by its subsidiaries, in all countries of operation, through collaboration with suppliers and franchisors who comply with European and national legislation, as well as with the standards and requirements set by the franchisors themselves.



INTERSPORT & Foot Locker

For products sold in INTERSPORT and Foot Locker stores, policies and procedures have been established to ensure compliance with European legislation, CE marking and market regulations. Supplier contracts include clauses requiring compliance with product quality and safety standards.

In the event that defective products are identified, an official recall procedure is activated, including immediate withdrawal, notification of the competent authorities (e.g., Ministry of Development & Investments) and public announcements via the website, social media and stores.



IKEA

For IKEA products, the IConduct guidelines (Chapter 3 – Product Compliance & Food Safety) are applied. IConduct is IKEA's official compliance framework, guiding all franchisees on how to manage product and food safety and quality issues.

IKEA also implements a product recall policy, multi year warranties as well as special labeling and product information aimed at providing consumers with guidance on proper use and safety. It also systematically monitors quality reports and product returns and applies international procedures for managing deviations, reports and recalls.

Additionally, IKEA store restaurants operate under a food safety management system certified according to ISO 22000.



HOLLAND & BARRETT

The products marketed by Holland & Barrett relate primarily to consumer health and wellness. The company prepares comprehensive regulatory dossiers demonstrating the safety, quality and compliance of its products with both EU and Greek legislation, which are submitted to the National Organization for Medicines (EOF), which is the competent Greek authority.

Furthermore, any health claims appearing on product labels are scientifically substantiated and receive prior approval from the European Food Safety Authority (EFSA). Products carry all required markings and information regarding their use and consumption and the company implements a product recall procedure with clearly defined internal management and external communication steps.

2

Incidents of non compliance with legislation regarding Health & Safety impacts from products

Short-term target 2025: 0

Stores and Facilities

Safety

With a strong emphasis on prevention, the Group complies with applicable legislation and implements a Health & Safety Policy across all subsidiaries and countries of operation. The policy includes procedures for risk prevention and assessment to ensure the safe presence of customers and visitors in its facilities and stores, as well as regular inspections, incident recording, written occupational risk assessments and accessibility infrastructure for people with disabilities.



Accessibility and Inclusion

Fourlis Group places particular emphasis on creating an inclusive shopping environment, investing in initiatives that enhance accessibility and inclusion.

In this context, the Group continued its collaboration with the *Social Responsibility Association for Children and Youth (S.K.E.P.)* and implemented:

- > Additional accessibility audits for blind individuals, wheelchair users and deaf/hard of hearing individuals in its stores (INTERSPORT Ermou, Attica).
- > Development of an intervention plan to improve accessibility in its stores, following the 2024 accessibility audits conducted by S.K.E.P. in four IKEA stores (Airport, Kifissos, The Mall Athens, Piraeus) and INTERSPORT (River West) in Attica.

In 2026, the Group will continue investing in Diversity & Inclusion initiatives, with particular emphasis on training for serving people with disabilities, prioritizing educational programs that familiarize employees with disability awareness and customer service for visitors with disabilities.



0

Fatal and/or serious accidents involving customers, visitors or partners in the Group's stores and facilities



Open Communication

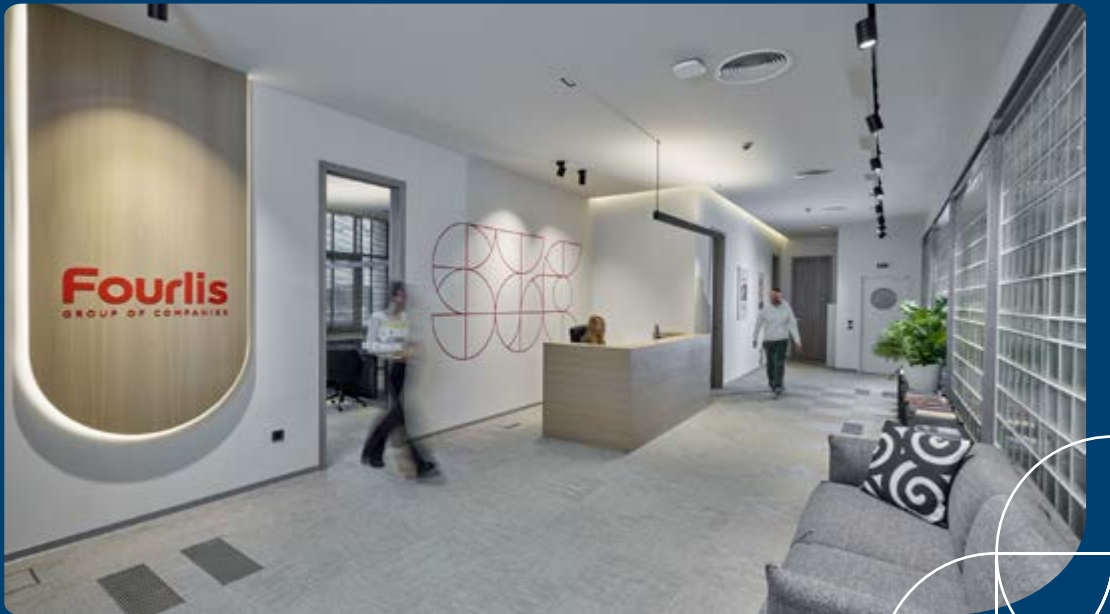
Consumers can submit concerns, requests, or complaints directly at customer service points, through call centers, via email and through the official digital channels of the Group's companies, as well as anonymously or by name through the company's whistleblowing system.

Customer Experience Evaluation

Continuous evaluation of customer experience, satisfaction and loyalty is a key priority for the Group and supports the development of continuous improvement initiatives. The Group's companies systematically collect feedback through regular customer satisfaction surveys, which also serve as an additional channel for identifying product safety and quality issues.

Further information on matters relating to consumers and customers/visitors at the Group's stores/facilities is available in the 2025 Sustainability Report (CSRD Report), at the Group's [website](#).

Governance



- ▷ The Group's approach to Business Ethics
- ▷ Data Protection
- ▷ Supplier Relationship Management
- ▷ Information Security and Cyber Security
- ▷ Technology & Digital Transformation

The Group's approach to Business Ethics

Corporate governance constitutes a fundamental pillar of Fourlis Group's operations and a key factor in ensuring transparency, accountability and long term sustainability. In an environment of increasing regulatory requirements at international, European and national level, the Group systematically invests in continuously strengthening its corporate governance and business ethics mechanisms in order to meet the expectations of shareholders and stakeholders and to build relationships of trust.

Corporate governance is not a static concept; rather, it is intrinsically linked to both business challenges and risks, as well as the opportunities that arise in an evolving business environment.

Board of Directors (BoD)

The Board of Directors defines the strategic direction of the Group, ensures its alignment with corporate values and oversees the implementation of internal control mechanisms that promote ethical business conduct.

The effectiveness of the Board of Directors is directly linked to the quality with which it exercises its oversight role, a key indicator that determines the effectiveness and overall health of the Group's corporate governance system.

The Board's oversight responsibilities include, but are not limited to, matters such as the Group's purpose, strategic and operational planning, financial and non-financial performance and reporting, succession planning, the internal control system, remuneration and shareholder relations.

The Group applies a Board Suitability Policy, which defines the criteria for the selection and continuous development of Board members, ensuring that they possess the necessary experience, industry knowledge, understanding of governance matters and a high standard of ethical business conduct.

Board members receive ongoing training and monitor developments in areas relevant to the Group's sectors of operation, technology, consumer behavior, macroeconomic trends, corporate governance, risk management and regulatory changes. In addition, an annual collective and individual evaluation of Board members is conducted.

The Board consists of nine members, with a majority of independent non-executive directors (5 out of 9). It demonstrates diversity in terms of gender (44% women, with 2 out of 4 independent non-executive directors and members of Board Committees), age, knowledge, experience and other characteristics.

The Group has also established the roles of Independent Vice Chair of the Board and Corporate Secretary, each with clearly defined responsibilities.

44%

the women in the Board of Directors

↑ vs the short-term target 2025: (≥33%)



Corporate Governance Structure

The Group has developed a comprehensive governance system that includes specialised committees and units which support the Board of Directors and enhance transparency and the effectiveness of processes.

Governance Committees & Units

- > Audit Committee (3 independent non-executive members)
- > Nomination & Remuneration Committee (3 independent non-executive members)
- > Sustainability Committee (2 executive members and 1 independent non-executive member)
- > Digital Transformation Committee (2 executive members and 2 independent non-executive members)
- > Corporate Secretary
- > Internal Audit Unit
- > Regulatory Compliance Unit
- > Risk Management Unit
- > Information Security Unit
- > Investor Relations / Shareholder Services / Corporate Announcements Unit

The operation of the Board Committees facilitates the monitoring of decisions taken by the Board of Directors, while also supporting the preparation of matters and recommendations submitted for the Board's consideration and approval.

More specifically:

The Nomination and Remuneration Committee ensures that the organizational structure supports the desired corporate culture and ethical conduct in remuneration practices, while taking into account the Group's principles when selecting Board members.

The Sustainability Committee supports the Board in overseeing sustainability-related impacts, risks and opportunities and helps it understand both how the Group affects the environment and society and how it is affected by them.

The Digital Transformation Committee supports the Board in implementing the Group's digital transformation strategy, fostering innovation, efficiency and competitiveness.

Ethics, Integrity & Compliance

Fourlis Group implements an integrated framework of policies that strengthens the culture of integrity and ensures responsible business conduct.

This framework indicatively includes:

- > Human Rights Policy
- > Sustainability Strategy & Policy
- > General Data Protection Policy
- > Code of Conduct Line – Whistleblowing system
- > Policy for the Prevention of Discrimination, Violence and Harassment at Work
- > Equal Opportunities and Diversity Policy
- > Group Code of Conduct
- > Company's Charter of Operation
- > Policy & Procedure for the Prevention, Identification and Management of Conflicts of Interest
- > Remuneration Policy
- > Suitability Policy
- > Procurement Policy and Ethical Conduct in Procurement Code
- > Related-Party Transactions Policy
- > Supplier Code of Conduct
- > Identification and Risk Management Procedure (ERM)
- > Management Procedure for combating Fraud, Corruption & Bribery
- > Health and Safety Policy

Further detailed information regarding the Group's Corporate Governance framework, policies, procedures and practices, is available in the [Corporate Governance Statement](#) and the [Annual Financial Report 2025](#), at Fourlis Group [website](#).

Training on Integrity & Compliance

In 2025, Fourlis Group implemented training programs that incorporated topics related to the prevention of fraud, corruption and bribery. Specifically, the programs *Regulatory Compliance & Policy* and *Procedure for the Prevention, Detection and Management of Conflicts of Interest* and *Risk Management* included references to corruption risks and the need to strengthen corporate integrity.

Throughout 2026, a unified awareness and training program will be implemented to promote integrity, enhance the ability to identify risks, foster a strong speak-up culture and empower employees to feel safe, further reinforcing the Group's framework of ethics and responsible business conduct.



0

Confirmed incidents of corruption or bribery

Short-term target 2025: 0



Our vision is to be a trusted partner that champions integrity, proactively manages risk and enables the right decisions, empowering sustainable success in an increasingly complex business and regulatory environment.

Lefki Anastasiou
Head of Compliance & ERM

Data Protection

The Group complies with international and national data protection standards, implementing clear information security policies and integrating data protection matters into its Corporate Governance structure. Oversight is carried out at Board level, ensuring proper implementation of policies and procedures.

The Group maintains a Data Protection Policy and complies with the General Data Protection Regulation (GDPR, Regulation (EU) 2016/679), incorporated into Greek law through Law 4624/2019. The Data Protection Policy outlines the measures applied to ensure that only authorised individuals have access to data and that enhanced security measures are adopted to prevent unauthorised access or modification.

The Group's Information Security Policy includes:

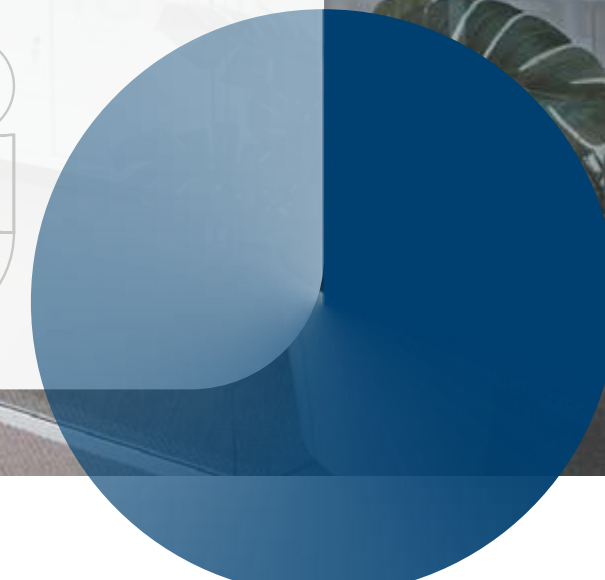
- > Information Security Management Framework (ISMF)
- > Access Control Policy (ACP)
- > Cryptography Policy (CP)
- > Information Systems Physical & Environmental Security Policy
- > Information Security Incident Management Policy
- > Business Continuity Risks Policy

The Group also implements annual training programs for all employees, as well as dedicated training for new hires through its induction program.

0

Incidents related to potential personal data breaches

Short-term target 2025: 0



Supplier Relationship Management



Fourlis Group manages its relationships with suppliers through an integrated framework of policies, procedures and evaluation mechanisms aimed at ensuring transparency, integrity, fairness and responsible operation throughout the supply chain.

The Procurement Policy approved by the Board of Directors (26/01/2026) applies to all procurement categories and sets out basic principles such as transparency, equal treatment, professionalism, compliance and sustainability, while it is accompanied by the Supplier Code of Conduct and the Ethical Compliance Statement, which bind both executives and partners to avoid conflicts of interest, not accepting unauthorized benefits and protecting confidential information.

The highest level of management responsible for the implementation of the Group's Procurement Policy is the Procurement Department, which is responsible for the supervision, implementation and monitoring of compliance with the Group's relevant procedures, requirements and standards.

Since 2025, the Group is implementing a new digital platform for supplier evaluation, which incorporates VSME (Very Small and Small Enterprises questionnaire), ESG, information security and solvency criteria questions, and is expected to be completed in 2026.

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

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

Information Security and Cybersecurity

Cybersecurity and Information Security are strategic pillars of corporate governance, business resilience and sustainable growth for Fourlis Group. The Group's strategy is based on a unified Information Security & Cyber Security operating model, which is implemented across all countries and companies within the Group. This model supports information protection, business continuity and the secure digital transformation of the organization.

The Group's cybersecurity framework includes:

- A unified Information Security & Cyber Security Framework, incorporating policies, governance, risk management, Security by Design principles and centralized oversight at Group level.
- Advanced protection, detection and incident response capabilities, supported by a unified security architecture, 24/7 monitoring capabilities,

protection of infrastructure, networks, endpoints and digital services, as well as mechanisms that strengthen business continuity and resilience.

- Integration of the Security by Design approach into the planning and implementation of projects and technology initiatives, ensuring that security is embedded in the Group's business and technological evolution.
- Continuous investment in fostering a strong security culture through awareness programs, phishing simulations and employee training initiatives across the Group.

In 2025, Fourlis Group continued to strengthen its unified enterprise resilience and Information Security operating model, further developing a modern and cohesive cybersecurity framework that supports the Group's growth strategy, business continuity and resilience across all countries and companies in which it operates.

In the coming years, Fourlis Group will continue to invest in maintaining and advancing a modern and resilient cybersecurity framework, further enhancing enterprise resilience capabilities, supporting secure digital transformation and safeguarding information, systems, and the trust of the Group's stakeholders.



In an increasingly evolving threat landscape, information security and cybersecurity are fundamental pillars of corporate governance, resilience and sustainable growth. At Fourlis Group, we approach security as a strategic priority, embedding it into decision-making and across all aspects of our operations. Through continuous investment in people, processes and technologies, along with a modern and unified risk management framework that integrates security at the core of design, we strengthen business continuity and maintain the trust of our customers, partners and employees.

Vasilis Kouktzoglou
Chief Information Security Officer, Fourlis Group

Technology & Digital Transformation

At Fourlis Group, technology is not simply a supporting tool; it is a strategic driver of growth and responsible business operations. Digital transformation enhances transparency in governance, improves operational efficiency and directly contributes to the Group's sustainability objectives, always placing its people and customers at the center of its efforts.



At Fourlis Group, digital transformation is fundamentally people centric, with our customers as the primary focus. By harnessing technology and data, we are rethinking our operating model to drive efficiency and deliver a superior customer experience.

Alexandros Stergiou
IT Director, Fourlis Group

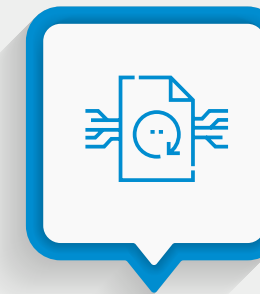
In 2025, Fourlis Group implemented a series of strategic initiatives in the areas of technology and digital transformation, including projects such as:



Upgrade and deeper adoption of cloud infrastructure to enhance system flexibility and resilience.



Optimization of applications, resulting in a measurable reduction in process execution time for users.



Replacement of IT equipment with new, more energy-efficient devices, contributing to the achievement of the Group's environmental objectives.



Automation and digitalization of customer invoicing processes, improving efficiency and reducing errors.

These initiatives are part of the Group's long-term technology modernization strategy and lay the foundation for the projects planned for the 2026–2029 period, which will further enhance digital transformation, system resilience and alignment with the Group's sustainability and governance objectives.

Further information regarding the Corporate Governance framework, as well as the policies, procedures and practices implemented by Fourlis Group, is available in the [Corporate Governance Statement](#) and the 2025 Sustainability Report (CSRD Report), at the Group's [website](#).

Related information

Reporting Period

This Fourlis Group Report presents indicative information on the management and performance of Sustainable Development and Corporate Social Responsibility of the Group for the period January 1, 2025 to December 31, 2025. Is addressed to all Fourlis Group stakeholders and to all those interested in the approach, management and performance of the Group on issues related to its contribution to Sustainable Development.

The detailed annual Sustainability Report of Fourlis Group (CSRD Report) for the financial year 2025 is available at Fourlis Group [website](#). The detailed Report covers the entire Group, including the parent company Fourlis Holdings S.A. and its subsidiaries and has been prepared in accordance with the reporting requirements of the EU's Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). It also incorporates metrics of the Athens Stock Exchange ESG Reporting Guide (2024) and the GRI Standards 2021 for sustainable development reporting.

The listed Fourlis Holdings S.A. participates in the ATHEX ESG index of the Athens Stock Exchange.

Contact

For any issue regarding the Report, as well as for issues of Sustainable Development and Corporate Social Responsibility of Fourlis Group, please contact: Ms. Lyda Fourlis, Sustainable Development and Corporate Social Responsibility Director, Fourlis Holdings S.A. 25 Ermou Str., 14564 Kifissia, E-mail: csr@fourlis.gr, Tel.: +30 210-6293000.

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