

2020

Sustainable Development and Social Responsibility Report



Contents

CEO Message	4
Highlights 2020	6
Awards	8

Sustainable Development and Corporate Responsibility at our Group

Social Responsibility Division Message	19
Social Responsibility Division	21
United Nations Global Compact	21
The UN Sustainable Development Goals (SDGs)	21
Sustainable Development Goals and FOURLIS Group	22
Our stakeholders	22
Materiality analysis	25
Our material topics	27
Strategic Sustainable Development/ ESG goals	31

The Group at a glance

Our Values	10
Our Mission	10
Milestones in the Group's history	11
Our business model	12
Our supply chain	15
Our Group's memberships	16

For our People

Creating and retaining employment	35
Protecting human rights in the workplace	44
Providing employee training and development	46
Protecting employee health, safety and well-being	50



For the Society 58

Active/responsible social contribution and organization of voluntary actions for employees 59



For the Environment 92

Reducing energy consumption and greenhouse gas emissions 93

Proper waste and materials management 98

Responsible water consumption 101

Offering products/services that contribute to a more sustainable lifestyle 102



For the Market 70

Creating economic value/ economic performance of the company 71

Ensuring business ethics and regulatory compliance 74

Ensuring the health, safety and accessibility of customers and visitors 80

Product compliance, labeling and responsible communication 85

Ensuring business continuity and emergency preparedness 87



About this Report 104

Appendices 105

Communication on Progress Report – United Nations Global Compact 105

GRI Content Index 106

ESG Guide Content Index 110

Assurance Statement 111

CEO Message

GRI 102-14



"In an ever-changing world, it becomes increasingly necessary to look for opportunities, not only for short-term success, but also for a long-term and sustainable development perspective, creating shared value at an economic, environmental and social level."

At FOURLIS Group, sustainable development is an integral part of all our operations, of every decision, every innovation and any activity. For us, sustainable development is the hope for a better future. We believe that a long-term vision for sustainable development should consider people, human rights, health, ethics and justice topics, as well as the environment.

In this context, we are pleased to present our Group's 12th Sustainable Development and Social Responsibility Report. Through this Report, we aim to inform our stakeholders on the actions we take to contribute to the United Nations Sustainable Development Goals (SDGs), while applying the 10 Principles of the UN Global Compact. This Report has again been drafted this year in accordance with the GRI International Sustainable Development Report standards.

The significant values of our Group

Our values in light of how we work at FOURLIS Group, are Integrity, Respect and Efficiency. These values are the guide for all our business plans, goals and decisions and for every effort we make, with a clear priority of creating a better life for all, working daily with responsibility and aiming to the respect for our people, to the support of the market and the society and to the protection of the environment.

The challenges of our time

The COVID-19 pandemic is an undisputed fact that has prevailed throughout all economic and social levels, during 2020. For us, the primary concern was and continues to be the protection of our people and wider society. In this context, we immediately complied with official instructions from competent authorities, both with regard to the operation of our physical stores and offices and the rest of our facilities and we took all necessary measures to manage the crisis for the health and protection of our people, partners and customers. We implemented teleworking at a rate higher than that set by the competent authorities and provided continuous updates to our employees, communicating information and instructions for dealing with the virus, such as the proper application of personal and public hygiene rules. From the outset of the pandemic we contributed to the support of the National Health System, offering products in reference hospitals and other organizations. The Group's crisis management team was responsive from the beginning and continues to daily monitor the evolution of the pandemic, aiming to immediately respond to the rapid developments.

The challenges of our time, however, are many. Issues such as the climate change, the rising global population and technological developments, clearly demonstrate our need for mobilization and prompt adaptation to the rapidly evolving wider environment. The Group's Management aims at the continuation of selected retail investments, the strengthening of synergies and economies of scale, aimed at automating processes within the Group, at innovation and the further development of the e-commerce service model, but also at the utilization of digital media and new technologies in the Group's stores. At the same time, infrastructure development is in our focus for both information systems and logistics centers. Indicatively I mention the subsidiary TRADE LOGISTICS which invests in the expansion of storage buildings and in automation.

Contributing to our people and society

At FOURLIS Group we aim to create and preserve jobs, to ensure a healthy and safe working environment and to preserve meritocracy and human rights, topics that are of primary importance and priorities for our Group. We are constantly investing in the development of our people by providing training and skills development opportunities and we have developed and implement an evaluation system, which was updated in 2020, as well as reward procedures. In parallel, we implement relevant policies and procedures in order to approach, in a systematic way, any kind of issue that concerns our employees, to be able to meet their needs and expectations.

We also seek to contribute to the wider society in which we operate. Through engagement with our stakeholders, we maintain open channels of communication and we are informed about their concerns. We implement numerous actions for the society, aimed at satisfying existing and immediate needs and increasing our socio-economic footprint, including as many social groups as possible.

The goal towards a healthier planet

Six years ago, the Paris Climate Agreement gave everyone a clearer understanding of what is at stake. In order to contribute to the protection of the environment and the response and adaptation to climate change, we apply responsible practices beyond the limits of compliance with legislation. We monitor the energy consumption of our facilities, we use renewable energy sources and implement initiatives to reduce consumption and greenhouse gas emissions. Contributing to the transition to a circular economy, we implement recycling programs in cooperation with relevant waste management organizations, and we try to save the materials and water that we use, as much as possible. During this course of actions we have all our employees with us, and we ensure to raise their awareness and to engage them in environmental protection topics.

We seek the same, however, for our customers who can now find even more products that contribute to a sustainable lifestyle, available in our companies' stores.

Co-creating a sustainable future

We believe that contributing to sustainable development must be an integral part of the business operations of each company. In the pursuit of a more sustainable world, we ensure a healthier planet for future generations, but we also promote prosperity for today. At FOURLIS Group, the adoption of a sustainable strategy and of a business model focusing on innovation, supporting our people, contributing to the society, but also protecting the environment, are of the utmost importance. We aim to continue to create value for our stakeholders, expanding our activities and developing our portfolio of products and services always in an operational framework based on ethics and responsibility for our people and customers.

Enjoy your reading,
Apostolos Petalas
CEO
FOURLIS Group





Highlights 2020

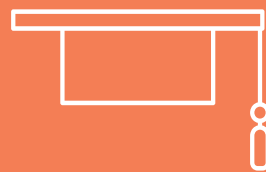


€170.7 million

Direct economic value distributed



Strict implementation
of existing policies and related
procedures for the protection
of personal data



Average training hours
per employee



8.8 hours

per male



9.5 hours

per female

0 fatal accidents and/or serious
customer, visitor and partner
accidents in Group stores and
facilities

Completion of **12 audits**
by the Internal Audit Division,
related to COVID-19 pandemic
risks in the 5 countries
of activity





"Stations of Joy" Program 8th year



Refurbishment of **5** municipal nurseries and kindergartens for more than **190** children in Greece



Support of Vulnerable Social Groups

Donation of **1,386** sportswear and footwear items to NGO METAdrasi



TRADE LOGISTICS

Photovoltaic system
operation

1,432 MWh

Total annual production



Awards



Accounting Awards 2020

Company Financial Divisions – Best Practices –
Performance management:
Best Centralized Accounting practices
based in Greece

GOLD

Company Financial Divisions – Infrastructure
and Systems – Data analytics systems & tools:
Use of Data Analytics in the Centralized Accounting
Office based in Greece

SILVER

Company Financial Divisions – Best practices
in Centralized Accounting Office based in Greece

PLATINUM



BACA*

IKEA Bulgaria, "Topical marketing", for the campaign
"Balcony artist"

GOLD EFFIE

White Square – 12th International Advertising and Marketing Festival Belarus

White Square 2020 Prize of Mass Media Jury for
"Balcony artist"

E-volution awards 2021

IKEA "Love Story Campaign", in the category
"Best in Home, Furniture and DIY"

GOLD

IKEA "Love Story Campaign & Covid Response",
in the category "Overall Digital Marketing Strategy"

GOLD/PLATINUM

IKEA "Love Story Campaign", in the category
"Performance Marketing Strategy (CPC)"

GOLD

IKEA "E-commerce site" in the category "Continuous
Optimization" for "INNOVATION & DESIGN"

SILVER

* (Bulgarian Association of Communication Agencies)

Influencers Marketing Awards 2020

IKEA "Live Home Sessions" in the category
"Best Covid-19 Response" for "Best Influencer
Marketing Strategy"
BRONZE

Social Media Awards 2020

"Dynamic Ads" in the category
"Best Dynamic Ads" for "Best of Facebook
Family of Apps – Innovation"
GOLD

IKEA "Love Story" in the category
"Best Use of YouTube for Action"
for "Best of YouTube – Innovation"
GOLD

IKEA "Love Story" in the category
"Best in Retail / eCommerce"
for "Best of Facebook Family of Apps –
Communication"
PLATINUM

IKEA "Love Story" in the category
"Best in Retail / eCommerce" for
"Best of YouTube – Communication"
PLATINUM

IKEA in the category
"Best Real-Time Activation | COVID-19"
for "Best Covid-19 Response"
SILVER

Peak Performance Awards 2020

IKEA "Love Story Campaign" in the category
"Best Performance in Home, Furniture & DIY
for "Best Performance per Industry"
GOLD

IKEA "Love Story Campaign" in the category
"Best Digital Multi-Channel campaign" for
"Best Campaigns in Performance Marketing"
GOLD

IKEA "Love Story Campaign" in the category
"Best Video Campaign" for "Best Campaigns
in Performance Marketing"
GOLD

Retail Business Awards 2020

IKEA "Love Story" in the category
"Retail Campaign"
GOLD

IKEA "Love Story" in the category
"Social Media Retail Strategy"
GOLD

IKEA "Love Story" in the category
"CSR Retail Strategy"
BRONZE

Ermis Awards

IKEA "E-commerce site" in the category
"E-Commerce & Marketplaces" for "Websites"
SILVER

IKEA "E-commerce site" in the category
"UI & Usability" for "Craft & Technological Artistry"
SILVER

IKEA "Omnichannel Commerce" in the category
"Omnichannel Commerce" for "Craft
& Technological Artistry"
SILVER



e-volution

E-commerce platforms
SILVER

Best in Sports & Equipment
BRONZE

Continuous Optimization
BRONZE

E-Bizz Awards 2020

Digital Transformation of the Year





The Group at a glance

GRI 102-16

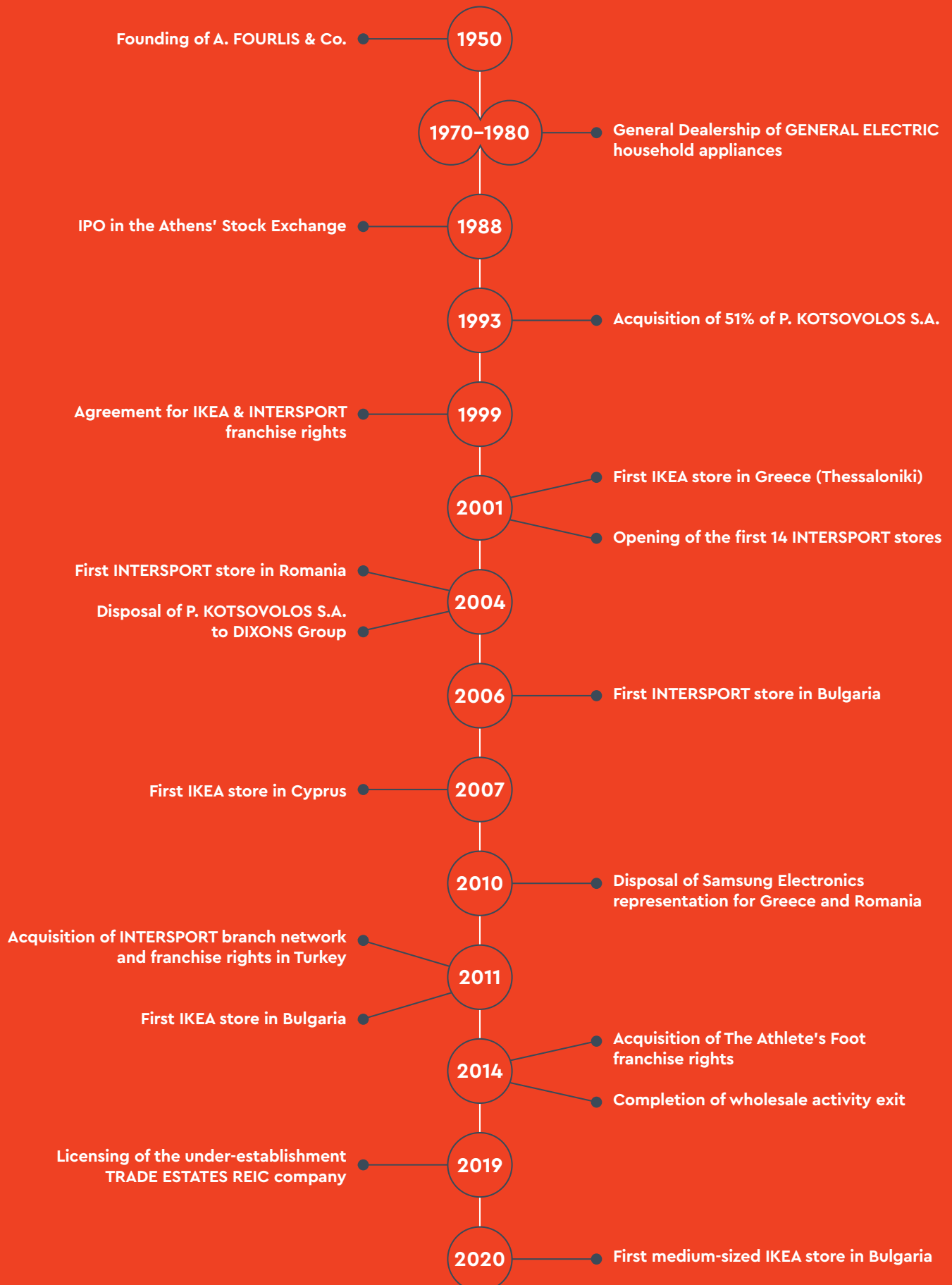
Our Values

Integrity, Respect, Efficiency

Our Mission

To create superior value for our customers, people, shareholders and society, by delivering goods and solutions for better living.

Milestones in Group's history



Our business model

GRI 102-1, GRI 102-2, GRI 102-3, GRI 102-4, GRI 102-5, GRI 102-6, GRI 102-7

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

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

Stores and Pick Up and Order Points



Greece

11

Cyprus

2

Bulgaria

4



Upon its arrival in Greece, IKEA (HOUSEMARKET S.A.) introduced to the Greek market a new concept which is based on the supply of a wide range of well-designed, functional furniture and household goods at very affordable prices, giving as many people as possible the opportunity to purchase them. Until 31/12/20, 5 IKEA stores operate in Greece (2 in Athens, 1 in Thessaloniki, 1 in Larissa, 1 in Ioannina), 1 in Cyprus as well as 2 stores in Bulgaria (Sofia and Varna).

Moreover, 6 IKEA Pick Up and Order Points operate in Greece (Patra, Rhodes, Heraklion, Chania, Komotini and Kalamata), 2 in Bulgaria (Burgas and Plovdiv) and 1 in Cyprus (Limassol). Additionally, IKEA e-shops for online purchases operate in all countries where the company operates.

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

Stores



Greece

53

Bulgaria

9

Turkey

20

Cyprus

6

Romania

34



INTERSPORT is the No 1 sporting goods retailer in the world, with more than 5,500 stores in 44 countries. In Greece, INTERSPORT (INTERSPORT ATHLETICS S.A.) started its dynamic course in September 2000 and until 31/12/2020 it operated 53 stores in Greece, 6 in Cyprus, 34 in Romania (GENCO TRADE), 9 in Bulgaria (GENCO BUGARIA) and 20 in Turkey (INTERSPORT ATLETIK). In addition, INTERSPORT e-shops for online purchases operate in all countries.

The Athlete's Foot is an international brand that started its journey in the U.S.A. in 1971 and offers athletic footwear and apparel that combine fashion and sports style. In 2015, the international chain entered the Greek and Turkish market, with the opening of 2 stores in Greece and 1 in Turkey, by FOURLIS Group, and until 31/12/2020 numbered a total of 17 stores (14 in Greece and 3 in Turkey).



Stores



Greece

14

Turkey

3

TRADE LOGISTICS

In the context of gaining benefits from synergies between the Group companies, TRADE LOGISTICS S.A., a Group subsidiary, provides storage and distribution services in both sectors, for all countries.

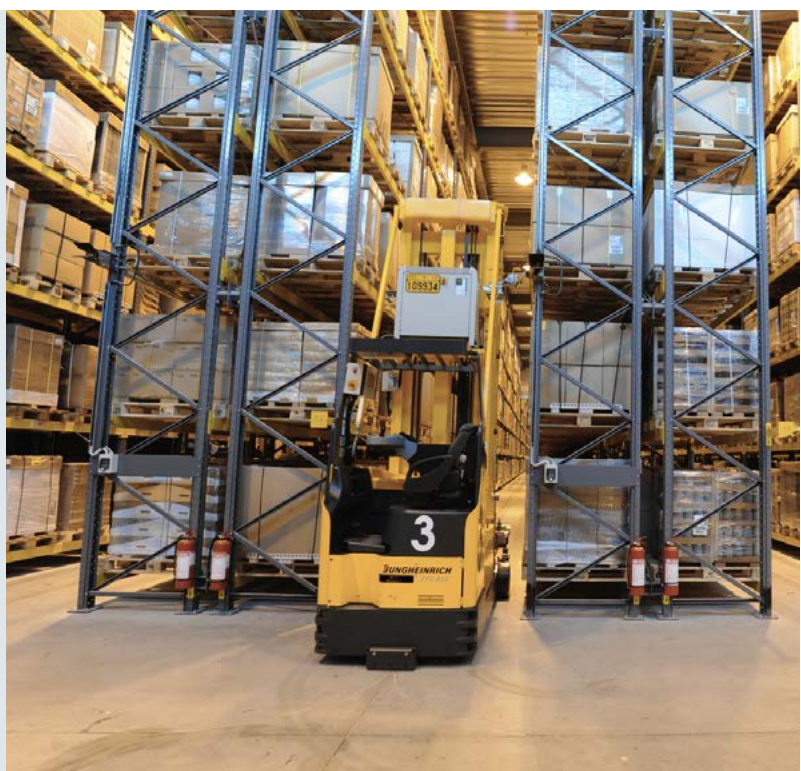
TRADE LOGISTICS S.A., located in Schimatari, Viotia, was established in 2008 and operates using modern automation systems for all its following activities:

1. Warehouse and distribution services for:

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

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

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



The company, with its specialized and experienced employees, the use of technology and the implementation of innovative methods in logistics, aims at all warehousing and delivery procedures' proper operation, as well as at its activities' development.



In 2018, FOURLIS Group decided to enter the real estate investment sector through the establishment of a new subsidiary company named TRADE ESTATES REIC.

The Group's new subsidiary, which was granted an operating license from the Hellenic Capital Market Commission on 28/02/2019, will invest in a real estate portfolio consisted of quality retail properties and e-commerce infrastructure. FOURLIS Group, through its operation in this sector, aims to maximize its flexibility in accessing funds, to improve its overall returns on assets, to centralize ownership and management of its assets, and to improve its tax planning.

Finally, the parent company of the Group is FOURLIS HOLDINGS S.A., which has as its objective the participation in domestic or foreign companies and enterprises, of any type, independently from their purpose or their legal type.

Our supply chain

GRI 102-9

FOURLIS Group ensures the continuous improvement of its relations with suppliers through the communication of the terms of cooperation and the basic framework of principles and values that must govern the cooperation between them.

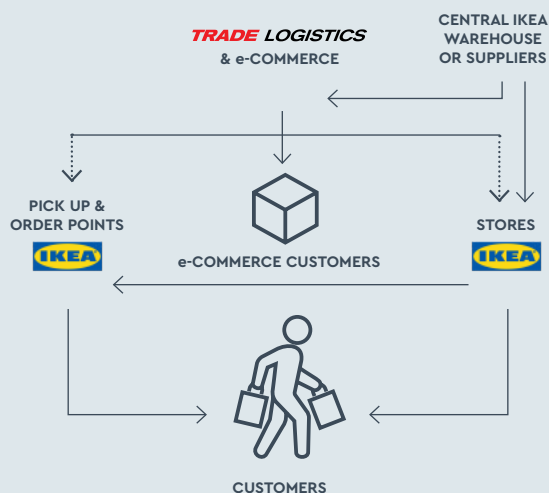
The business continuity of the Group is crucial for the uninterrupted provision of high-quality services and products. The Group aims to maximize customer satisfaction and ensures the development of mechanisms aimed at the timely identification and response to situations that may adversely affect the operational continuity of its critical operations, such as the availability of its products. To ensure business continuity, the Group assesses its weaknesses and investigates the threats that may affect its business model and are related to its supply chain and takes appropriate precautionary measures.

Regarding its supply chain, the Group is in the process of evaluating the possibility of implementation, within the next 2 years, of the following practices:

- Integration of the Code of Conduct in the contracts with suppliers.
- Integration of ESG criteria in the selection and evaluation of potential and existing suppliers.

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

IKEA



INTERSPORT & The Athlete's Foot



Our Group's memberships

GRI 102-13

MEMBERSHIPS	FOURLIS HOLDINGS S.A.	INTERSPORT ATHLETICS S.A.	TRADE LOGISTICS S.A.	HOUSEMARKET S.A.
American-Hellenic Chamber of Commerce	○			
Association of Chief Executive Officers (A.C.E.O.)	○	○		○
Greek People Management Association (G.P.M.A.)	○	○	○	○
Association of Business and Retail Sales of Greece (H.R.B.A.)	○	○		○
Listed Companies Union	○			
Athens Chamber of Commerce and Industry (A.C.C.I.)	○	○	○	○
Hellenic Federation of Enterprises (SEV)	○		○	○
Hellenic Advertisers Association (SDE)		○		○
Greek e-Commerce Association (GRECA)		○		○
Pireaus Chamber of Commerce & Industry (PCCI)		○		





MEMBERSHIPS	FOURLIS HOLDINGS S.A.	INTERSPORT ATHLETICS S.A.	TRADE LOGISTICS S.A.	HOUSEMARKET S.A.
Thessaloniki Chamber of Commerce and Industry (TCCI)		○		○
Hellenic Institute for Logistics Management (ILME)			○	
European Logistics Association (E.L.A.)			○	
National Board on Development and Supply Chain Competitiveness (Hellenic Ministry of Development)			○	
Institute of Communication				○
Hellenic-Swedish Chamber of Commerce				○
Achaia Chamber of Commerce and Industry				○
Greek-Turkish Chamber of Commerce		○		

In addition, TRADE LOGISTICS:

- Participates in the Advisory Working Group for the formulation of the National Research and Innovation Strategy for the period 2021–2027, established by the General Secretariat for Research and Technology.
- Coordinates the National Logistics Committee at the Ministry of Development and Investments.

Respectively, INTERSPORT participates in the SEV consumer working group.



Sustainable Development and Corporate Responsibility at our Group

Responsible entrepreneurship is always at the heart of our Group's business and activities, as it constitutes an integral part of our culture and daily operation.

Sustainable Development and Corporate Responsibility at our Group

GRI 102-14

Social Responsibility Division Message



2020 was the year in which the planet came face to face with unprecedented challenges for the modern world due to the COVID-19 pandemic and the significant impact that this brought about in all aspects of our lives.

At FOURLIS Group, from the beginning of the crisis, we closely followed the developments regarding the pandemic, we followed the official instructions of the competent authorities and adapted to the specific regulations in order to limit the spread of the virus, taking extra voluntary measures where deemed necessary, with the main concern being to defend the health of our people, customers and stakeholders and to protect public health in general.

In this context, the Group and its subsidiaries immediately and practically responded to the increased societal needs as a whole, by offering products from its companies to reference hospitals and to other organizations in order to support patients as well as medical and nursing staff. Similar actions were carried out in Cyprus and Bulgaria, where the Group companies offered products to reference hospitals for the fight against COVID-19.

The Group also immediately responded in cases of natural disasters, such as the catastrophic storm IANOS that hit the region of Thessaly, by offering IKEA products to cover the needs of the affected citizens.

At the same time, in 2020 the Social Responsibility Division continued its programs to support the Group's employees and the society and to protect the environment. Specifically, the EF ZIN (Wellbeing) program, which includes actions aiming to motivate employees to adopt a healthy lifestyle, continued. In this context, a "Mediterranean Diet" program was implemented in collaboration with experienced dietitians/nutritionists, while online pilates classes were launched in collaboration with experienced trainers. In addition, focusing on the field of mental health, a Consulting Support Line was inaugurated, offering counseling in collaboration with a psychologists company. The Line is provided free of charge 24/7/365 to all employees in Greece. Following this, online psychology seminars were held. The program "Spoudazo me Ipotrofia" (I study with a scholarship) also continued, wherein the Group provides 5 scholarships per academic year to children of employees studying away from their permanent place of residence.

Additionally, the implementation of multiannual programs continued, such as IKEA's "Stations of Joy", the cooperation with organizations such as MAKE-A-WISH Greece for the granting of wishes of children suffering from serious illnesses, and the collaboration with BOROUME for the donation of meals from IKEA store restaurants and from the Group's headquarters. Respectively, INTERSPORT, in the context of #womanism action, which aims at all women empowerment, collaborated with the Panhellenic Association of Women with breast cancer "Alma Zois". In Bulgaria, the implementation of the social support programs continued, with particular emphasis on actions concerning children.

I would like to make a special mention to the Group employees who participated in actions that support our fellow human beings belonging to vulnerable groups. Such actions are the donation of food and other necessities as well as the donation of school supplies for the children.

Regarding the protection of the environment, in addition to the practices that are already applied throughout the Group and which focus on reducing the Group's environmental footprint through the improvement of the energy efficiency of its building facilities and the proper use of valuable natural resources and recycling, the Group companies are increasingly focusing on the provision of sustainable products and on raising the awareness of employees and consumers for a more responsible attitude towards life. At the same time, important goals were set, such as that of IKEA, which is committed to reducing waste by 50% at the IKEA restaurants in Greece, Cyprus and Bulgaria by the end of 2022, as well as to raise awareness among consumers about reducing food waste at home.

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

The Sustainable Development and Social Responsibility Report you hold in your hands is the 12th edition issued by FOURLIS Group. In the following pages, you will find more detailed information about the Sustainable Development and Social Responsibility strategy, but also about the programs that we implemented in 2020 -especially in the material pillars People, Society, Market, Environment- as well as their results.

We have already done a lot, but we can do more. We are committed to continue moving towards the future focusing on responsible business, based on our values, *Integrity, Respect, Efficiency*, and to improve our processes, policies and practices, taking into account the rapid developments in the field of sustainable development as well as the expectations and needs of our stakeholders, in all the countries of activity of our Group. And we will achieve this together with our employees and the rest of our stakeholders with the vision of a better everyday life for everyone.

Lyda Furlis
Social Responsibility Director
FOURLIS Group



Social Responsibility Division

The Social Responsibility Division was established in 2008, aiming to coordinate the Group's companies in taking initiatives and actions in the field of Social Responsibility, driven by the Group's Values and Principles. The Division operates and is constantly growing having as a priority the respect for the Group's People, the support of both the Society and the Market and the protection of the Environment.

The Social Responsibility Division plans and implements the Group's Annual Social Responsibility program in cooperation with executives of the Group's subsidiaries, who act as coordinators for issues related to the aforementioned four pillars. The Division is also responsible for monitoring and supervising the programs' action flow until their completion.

United Nations Global Compact

GRI 102-12, GRI 102-16

Since 2008, FOURLIS Group is an official member of the United Nations Global Compact, the largest international voluntary initiative for responsible business practices.

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

FOURLIS Group's annual Communication on Progress Reports, as well as the Sustainable Development and Social Responsibility Reports, that include the Group's Communication on Progress Report (CoP) regarding the 10 UN Global Compact principles, are available at www.fourlis.gr.

The UN Sustainable Development Goals (SDGs)

On September 25th, 2015, the UN member states, including Greece, adopted a set of Goals as part of a new sustainable development agenda for the next 15 years. According to the UN, these Goals aim to promote actions that concern people, the planet, prosperity, peace and partnership. The Goals' adoption constitutes an ambitious commitment that may well be the roadmap for the modern way of making business.



Sustainable Development Goals and FOURLIS Group

FOURLIS Group supports the Sustainable Development Goals (SDGs), an initiative that started with the identification of the goals that constitute a priority for the Group.

In order to identify these goals, the Group first proceeds with a materiality analysis through which it evaluates its most important economic, social and environmental impacts and prioritizes its material sustainable development topics.

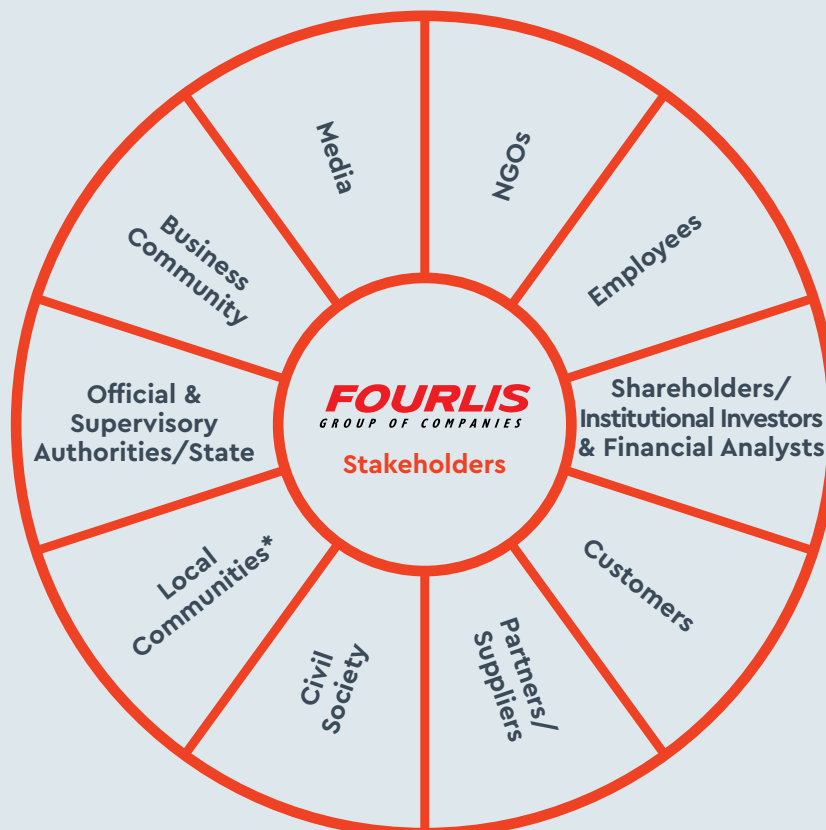
These material sustainable development topics are linked to the Goals, using the appropriate tools, as those provided by the UN, and considering the prevailing conditions in the countries where the Group operates as well as the specificities of its industry.

Our stakeholders

GRI 102-40, GRI 102-42, METRIC A-S1

The Group defines as stakeholders the entities or individuals that may reasonably be or are significantly dependent/influenced by its activities, or those who may reasonably influence the ability of the Group to implement its business strategy and/or to achieve its objectives.

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



*Areas where the Group companies operate.

The following table shows the categories of the Group's stakeholders and the practices followed, in order to maintain a balanced and constructive communication with them.

GRI 102-43

Stakeholder Groups	Communication methods	Communication frequency
Employees	Employee Insight Survey	Biennially
	Corporate Events	Annually or on the occasion of a specific event
	Announcement Boards	Continuous
	F2F Mobile application	Continuous
	Workshops	Within the framework of specific actions (e.g. following the Employee Insight Survey)
	Update via e-mails	Continuous
	Update via SMS	Whenever necessary
	TV-FOURLIS Group Flash News	Continuous
	360° Evaluation process	Annually (with biennially periodicity per grade)
	Employee Performance and Development Review	Annually
	Meetings	* One to one: when a relevant need occurs * Statutory: at intervals specified by each Division/Department based on their needs
Shareholders/ Institutional Investors & Financial Analysts	General Assembly	Annually
	Announcements	Depending on briefing needs
	Ad hoc communication	Continuous
Customers	Contact and communication within the stores and ad hoc (via telephone or emails)	Continuous
	Newsletters dispatch/SMS/Viber/Social Media Use	Continuous
	Satisfaction Surveys	Continuous (IKEA/INTERSPORT)
	"Help Us to Improve" Survey	IKEA: Continuous (via computers available to customers at the stores)
	Catalogues and Publications	IKEA: At least once a year Publications: According to relevant planning
Partners/Suppliers	Meetings	Continuous
	Participation in industry associations	According to relevant planning
	Joint programs implementation	According to relevant planning

Stakeholder Groups	Communication methods	Communication frequency
Civil Society	Meetings	According to relevant planning
	Active participation in initiatives	Continuous
Local Communities*	Contact with local authorities	Continuous
	Events	According to relevant planning
	Implementation of Social Responsibility Programs and actions	Continuous
Official & Supervisory Authorities/State	Discussions/mailling with national and local Authorities' representatives	Continuous
	Participation in organizations and unions	Continuous
Business Community	Participation in organizations, associations and unions	Continuous
Media	Press Conferences	According to relevant planning
	Brochures/Press Kits	Continuous
	Meetings	Continuous
NGOs	Meetings	Continuous
	Collaborations	Continuous

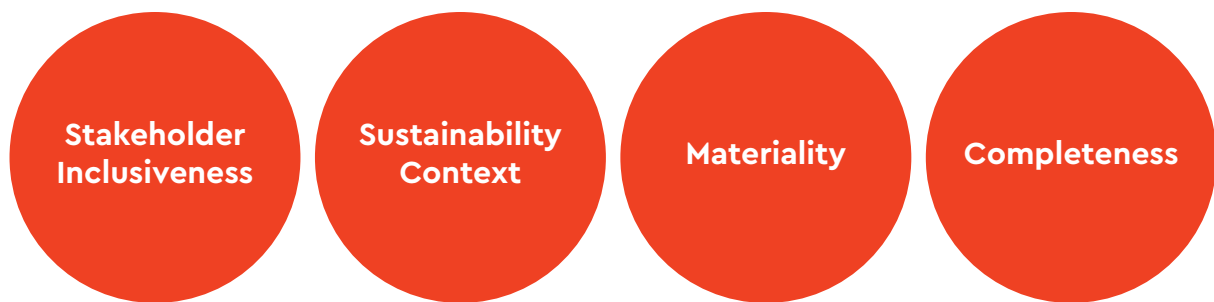
* Areas where the Group companies operate

Materiality analysis

GRI 102-44, GRI 102-46, GRI 102-49, METRIC A-G2

In the context of continuously improving the Group's approach to sustainable development and social responsibility topics, FOURLIS Group performed a materiality analysis (2021) in order to prioritize the Group's topics with the most significant economic, social and environmental impacts and those that significantly influence the decisions and assessments of its stakeholders related to the Group.

The methodology followed for the materiality analysis is based on the GRI Sustainable Development Standards and the Reporting Principles for defining report content:



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

A. Identification of topics

In the first phase of the analysis, the Principles of Stakeholder Inclusiveness and Sustainability Context of the GRI Standards were taken into account and topics related to business model and the economic, social and environmental impacts that each company creates, as well as the needs and expectations of their stakeholders were identified. The topics were identified through a review of the following:

- internal documents such as policies, procedures, action plans, etc. in order to understand the framework of sustainable development and strategy of both the Group and each subsidiary,
- practices of similar companies at the national and international level for the recognition of industry-related topics,
- international standards and guidelines for sustainable development such as the GRI standards special editions for the Group subsidiaries sectors,
- the 17 UN Sustainable Development Goals,
- the relevant press releases related to the Group and its subsidiaries,
- the material topics identified during the previous materiality analysis.

B. Prioritization of topics

In the second phase of the analysis, the Principles of Materiality and Stakeholder Inclusiveness of the GRI standards were taken into account to prioritize the topics identified in the first phase, based on the following two criteria:

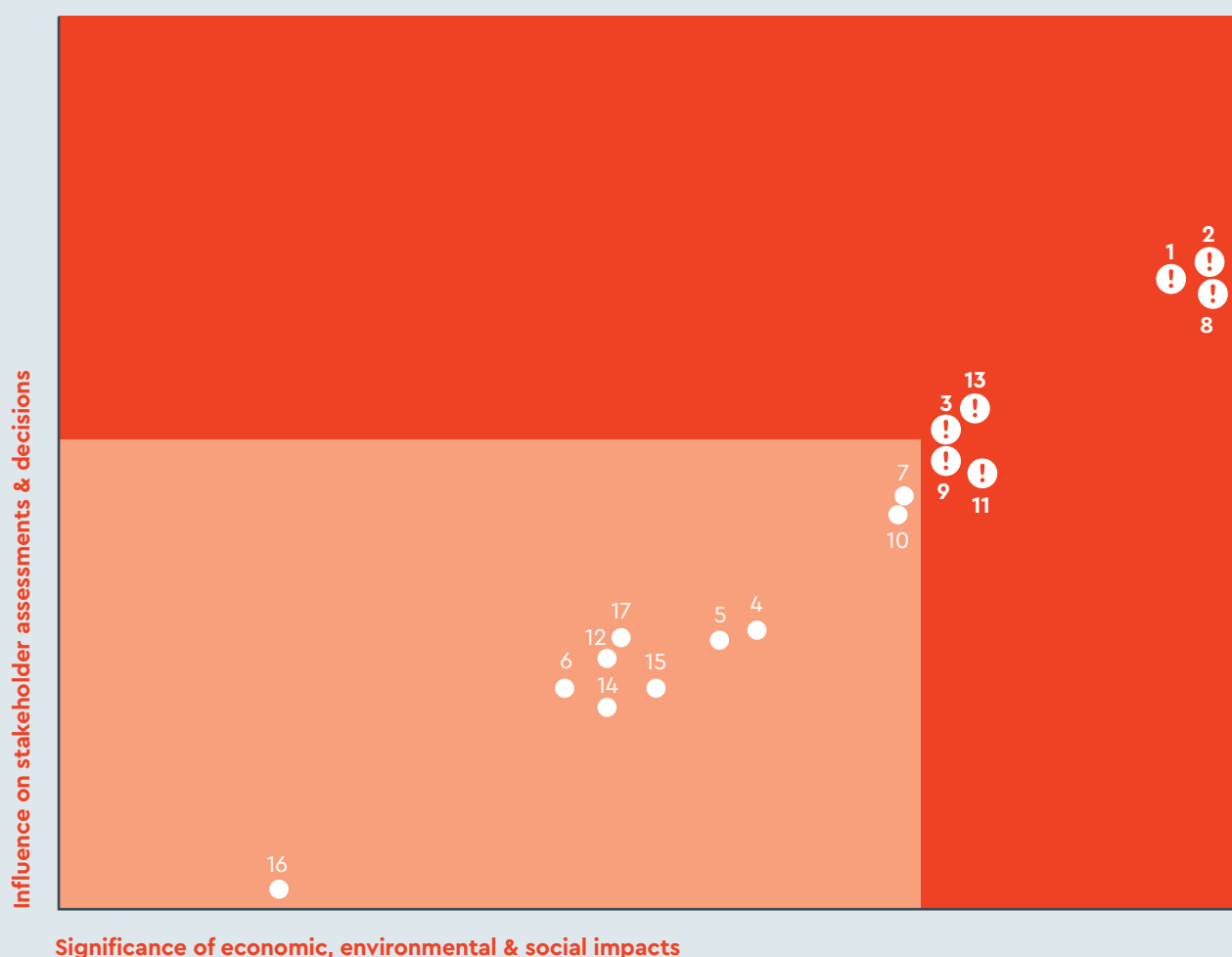
- a. Topics that significantly affect stakeholder assessments and decisions in relation to the Group
- b. Topics that reflect the broader impacts (positive or negative) created by the Group through its operation in the economy, society and the environment and consequently in achieving the UN Sustainable Development Goals (e.g. through its mission, its business objectives, strategic priorities, reputation management, customer management and supply chain, the future challenges of the Group and the industry in general).

Engagement method: Sending an electronic questionnaire to senior executives of the Group who represented all the stakeholders of the Group.

C. Validation

In the third phase of the analysis, we took into account the Principles of Completeness and Stakeholder Inclusiveness of the GRI Standards, to validate the results of the second phase by the Management of the Group.

The following is a graphic representation of the results of the analysis, while the list of material topics for 2020 together with their topic boundaries and their link to the Sustainable Development Goals are on pages 27–30. Their link to the publications of the GRI Standards is presented on pages 106–109. In relation to the previous materiality analysis, the topics "Investing in employee training and education", "Active and responsible social contribution", as well as "Product compliance, labeling and responsible communication" did not emerge as material, while "Ensuring business continuity and emergency preparedness" came up as a new material topic.



- ❗ 1. **Creating economic value/economic performance of the company**
- ❗ 2. **Ensuring business ethics and regulatory compliance**
- ❗ 3. **Ensuring business continuity and emergency preparedness**
- 4. Offering products/services that contribute to a more sustainable lifestyle
- 5. Responsible product warehousing and distribution
- 6. Ensuring the implementation of responsible practices in the supply chain
- 7. Product compliance, labelling and responsible communication
- ❗ 8. **Ensuring the health, safety and accessibility of customers and visitors**
- ❗ 9. **Creating and retaining employment**
- 10. Providing timely and decent remuneration/benefits to employees
- ❗ 11. **Protecting employee health, safety and well-being**
- 12. Providing employee training and development
- ❗ 13. **Protecting human rights in the workplace**
- 14. Reducing energy consumption and greenhouse gas emissions
- 15. Proper waste and materials management
- 16. Responsible water consumption
- 17. Active/responsible social contribution and organization of voluntary actions for employees

Our material topics

GRI 102-46, GRI 102-47, GRI 102-49, METRICS A-S1, A-G2

The following table contains a description of each material topic and the reasons why it was prioritized as material for FOURLIS Group, the UN Sustainable Development Goals to which the Group contributes through responsible management of the relevant topic, as well as the topic boundaries.

The boundaries of the material sustainable development topics, based on the GRI standards, concern stakeholders, within or outside the Group, who may cause or be associated with the topic impacts.



Creating and retaining employment

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Customers
- Suppliers/Partners

Why is the topic material?

GRI 103-1

Similarly with the creation and distribution of direct economic value to the stakeholders, the creation of employment is yet another significant impact of the Group on the economies and societies where it operates, due to the contribution to the improvement of the economic state of the countries and the social position of its direct and indirect employees, to the increase of productivity, as well as to the contribution to the wider economy through the cash flows from their payrolls, as payments to several sectors and companies.

More information is available on pages 35-43.



Protecting human rights in the workplace

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Suppliers/Partners
- Business Community

Why is the topic material?

GRI 103-1

Protecting and safeguarding human rights, in addition to the regulatory requirement, presents a range of benefits for businesses and employees, such as increasing productivity, improving decision making, promoting gender equality, reducing inequalities, enhancing employee retention, satisfaction, corporate culture, etc. As a consequence, this topic is more widely connected to decent work and economic development, social cohesion and to the strengthening of justice and institutions.

Potential risks associated with incidents of discrimination or violation of human rights in the workplace might be caused either by the lack of an appropriate management framework by the Group's Management or its suppliers and partners as well as by the possible inadequate implementation of the appropriate practices by employees.

More information is available on pages 44–45.



Protecting employee health, safety and well-being

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Customers
- Suppliers/Partners

Why is the topic material?

GRI 103-1

According to the International Labor Organization's 2020 report "Global Employment and Social Perspective"*, about 360 million employees, many of these women, lack effective access to social protection and income insurance protection. The International Labor Organization also reports that about 2 billion workers worldwide – 61% of those who work – work informally and as a result they do not benefit from social protection systems. The materiality of the topic therefore relates both to the impacts on the health and safety of employees, but also more broadly on decent work and economic growth. Additionally, the topic of health, safety and well-being of employees remains material mainly because of the wider importance of these topics, both for the natural risk to the lives of employees and for the spiritual and psychosocial impacts that relate to the concept of well-being, the balance between personal and professional time, as well as increases in non-communicable diseases.

The potential risks associated with this topic may be caused either by omissions related to the organization and management of security mechanisms by the companies themselves, or by incorrect application of these by employees, their partners or their suppliers.

More information is available on pages 50–56.

* https://www.ilo.org/wcmsp5/groups/public/-dgreports/-dcomm/-publ/documents/publication/wcms_734455.pdf



Creating economic value/ economic performance of the company

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Shareholders
- Employees
- Suppliers/Partners

Why is the topic material?

GRI 103-1

The significance of the creation and distribution of direct economic value to the Group's stakeholders can be mainly attributed to its positive impact on their financial position (through remuneration and benefits to employees, dividends to shareholders, payments to providers of capital, payments to partners and suppliers, payments of direct taxes to the state, etc.) as well as due to the wider contribution to the economic development of the countries where it operates, through the direct, indirect, and induced impacts resulting from the aforementioned cash flows.

More information is available on pages 71-73.



Ensuring business ethics and regulatory compliance

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Suppliers/Partners
- Customers
- Shareholders
- Business Community
- Official & Supervisory Authorities/State

Why is the topic material?

GRI 103-1

Ensuring the Group's regulatory compliance and business ethics is extremely important because it increases the trust of the internal (e.g. shareholders, employees) and external (e.g. regulatory authorities, customers, suppliers) stakeholders, a fact that contributes more widely to the efficient operation of the economy and the market, contributes to the strengthening of justice and institutions, strengthens social cohesion and the culture of transparency, and protects the natural environment through compliance with the applicable regulatory framework.

The Group recognizes that natural persons or legal entities within (e.g. employees) but also outside the organization (e.g. suppliers, partners, customers) may cause risks associated with incidents of non-compliance with laws and regulations relevant to the Group's operations, with corruption practices including blackmail and bribery, with the violation of human rights and the natural environment, etc. The elimination of these risks is managed through a set of practices and actions presented on pages **74-79**.



Ensuring the health, safety and accessibility of customers and visitors

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Suppliers/Partners
- Customers

Why is the topic material?

GRI 103-1

The protection of the health and safety of customers, partners and visitors in the Group's stores and facilities is an extremely important topic, as it concerns the respect and protection of human life, while it also contributes to the strengthening of the relevant regulatory framework and institutions.

Impacts on the health and safety of customers during product use may mainly be caused by either defective design or inadequate operating instructions or product misuse or improper assembly of products. To eliminate this risk, the Group ensures cooperation with suppliers and franchisors that meet European and national quality and safety requirements for the products it sells, with regards to their design, their production, their use and their labeling.

Regarding the health and safety of employees, customers, partners and visitors during their stay at the Group's premises, the potential risks may be caused by inadequate compliance with the safety regulations both by the Group's employees and by the customers and store visitors.

More information is available on pages 80–86.



Ensuring business continuity and emergency preparedness

UN Sustainable Development Goals to which the Group contributes through the management of the Material Topic



Boundaries

- Group
- Employees
- Customers
- Suppliers/Partners
- Shareholders

Why is the topic material?

GRI 103-1

Ensuring business continuity and emergency preparedness constitute key priorities of the Group, as there are risks that may threaten the seamless operation of its activities. The Group seeks to ensure its business continuity and is in constant preparedness to manage unexpected situations. Its purpose is to guarantee a stable level of customer service, safety of its employees, the protection of the local community and ensuring the trust of suppliers and partners.

Possible risks that may arise from a lack of business continuity of the Group in emergencies are financial losses for the Group and shareholders, as well as losses in infrastructure. As a result, lack of preparedness may affect the quality of services/products provided to customers, or relationships and cooperation with suppliers and partners of the Group.

More information is available on pages 87–91.

Strategic Sustainable Development/ESG Goals

METRIC A-G3

For the following years, the main FOURLIS Group performance goals are the following:



For our People

Topic	Goals 2020	Results 2020	Goals 2021
Creating and retaining employment	Increase in the number of employees according to the business plans of the Group	Based on the Group's business plans for 2020, the number of employees was maintained at approximately the same levels as in 2019	Increase in the number of employees according to the business plans of the Group
Protecting employee health, safety and well-being	Reduction of the rate of injuries, occupational illnesses, lost workdays	The target was set in accordance with the GRI 403-2 disclosure which was however modified since 1/1/2021 and thus, the target was adjusted to zero fatalities and/or serious occupational accidents, which was achieved	Zero incidents of fatalities and or serious occupational accidents
Protecting human rights in the workplace	Maintain zero cases of human rights violations in the Group	Zero cases of human rights violations in the Group	Maintain zero cases of human rights violations in the Group
Providing employee training and development	Training and development of employees with the aim of continuously improving their knowledge, skills and abilities, both for their personal development and for the achievement of the Group's goals	Due to the COVID-19 pandemic, it was not possible to fully implement the initial training plan	Carry out the scheduled training plan*

For the Society

Topic	Goals 2020	Results 2020	Goals 2021
Creating economic value/financial performance of the company	Maintain donations and sponsorships at least at the same levels as in 2019	Donations/sponsorships decreased compared to 2019, as the implementation of specific programs was affected due to the COVID-19 pandemic	Maintain donations and sponsorships at least at the same level as in 2020*
Active/responsible social contribution and organization of voluntary actions for employees	Expansion of the Group's active and responsible social contribution programs, in order to benefit as many social groups as possible	Implementation of new programs with expansion of the beneficiary social groups (actions for the support of the victims of IANOS storm in Thessaly, as well as actions for combatting the COVID-19 pandemic)	Maintain social contribution programs at least at the same level as in 2020*



For the Market

Topic	Goals 2020	Results 2020	Goals 2021
Ensuring business ethics and regulatory compliance	Full compliance with the relevant legislation and zero significant cases of fraud or corruption	Full compliance with the relevant legislation. 1 case of fraud of limited range and non-material economic size	<ul style="list-style-type: none"> • Full compliance with the new Corporate Governance law • Zero fraud/corruption incidents
Product compliance, labeling and responsible communication	Maintain a level of full compliance with regulations and voluntary codes relating to labelling and responsible product communication	Zero incidents of non-compliance with regulations and voluntary codes relating to labelling and responsible product communication. Nevertheless, the subsidiaries HOUSEMARKET (IKEA stores) and INTERSPORT of FOURLIS Group proceeded, in 2020, in preventive and voluntary recalls for a total of 2 products (1 for each subsidiary)	Maintain a level of full compliance with regulations and voluntary codes relating to labelling and responsible product communication
Ensuring health, safety and accessibility of customers and visitors	Maintain zero incidents of non-compliance with regulations and voluntary codes concerning topics of health and safety	Maintaining zero incidents	Zero incidents of non-compliance with regulations and voluntary codes concerning health and safety topics of customers and visitors
Ensuring business continuity and emergency preparedness	—	—	Development of risk management system, according to COSO methodology

*The specific goals are subject to review, as their implementation depend on the COVID-19 pandemic evolution.



For our People

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



Creating and retaining employment



Our management approach

GRI 103-2

At FOURLIS Group we aim at creating new job positions through the development of our activities in Greece and abroad. By doing so, we strengthen local communities and we stimulate the national economies in the countries where we operate.

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

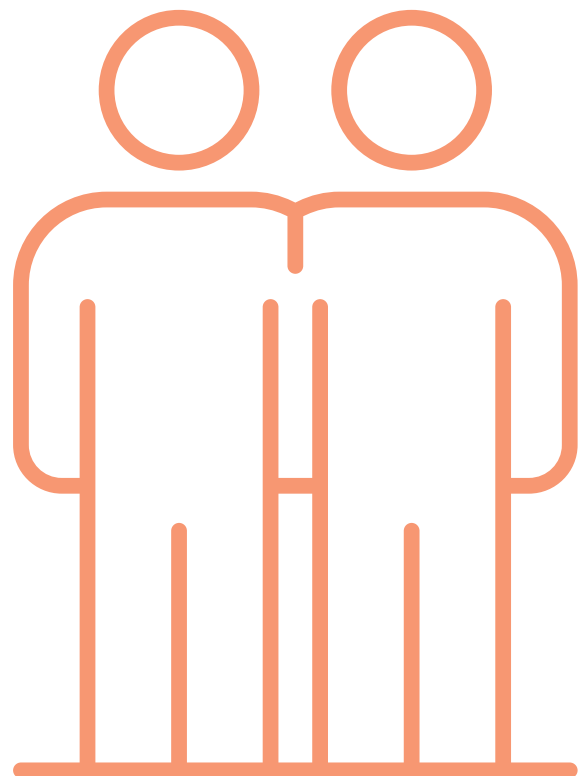
Specifically, our Open Resourcing Policy ensures that all job openings are firstly announced to the Group's employees, who have the opportunity to apply and participate, with priority, in the assessment and selection process.

Regarding new hires, FOURLIS Group also helps young people take their first professional steps and gain work experience through their participation in the paid employment program for young people called "Regeneration" and through the Group's close cooperation with Universities, Private Institutions and Organizations like, for example, the Athens University of Economics and Business and the Deree College.

GRI 102-7, GRI 102-8

4,105




employees*
at FOURLIS Group
on 31/12/2020 compared
to 4,198 employees
on 31/12/2019.






* The number of employees is defined as the number of individuals as of 31/12/19 and 31/12/20 respectively. It is noted that no significant percentage of work is performed by people who are not included in the "employees" category as defined above. Finally, there are no fluctuations in the number of the Group employees, such as seasonal fluctuations.




Total number of employees based on location and gender (permanent and fixed-term, full-time and part-time)

 Men
  Women
  Total

FOURLIS Group						
						
Countries		2020	2019	2020	2019	
Greece		1,163	1,178	1,329	1,344	2,492
Cyprus		197	228	182	190	379
Romania		212	222	246	234	458
Bulgaria		210	204	335	294	545
Turkey		132	182	99	122	231
Total		1,914	2,014	2,191	2,184	4,105

						
Group's Total		2020	2019	2020	2019	
Total number of employees by employment contract	Permanent	1,768	1,843	2,036	2,015	3,804
	Fixed-term	146	171	155	169	301
	Total	1,914	2,014	2,191	2,184	4,105
Total number of employees by employment type	Full-time	1,325	1,367	1,121	1,096	2,446
	Part-time	589	647	1,070	1,088	1,659
	Total	1,914	2,014	2,191	2,184	4,105



						
Greece		2020	2019	2020	2019	
Total number of employees by employment contract	Permanent	1,072	1,052	1,235	1,227	2,307
	Fixed-term	91	126	94	117	185
	Total	1,163	1,178	1,329	1,344	2,492
Total number of employees by employment type	Full-time	780	769	539	529	1,319
	Part-time	383	409	790	815	1,173
	Total	1,163	1,178	1,329	1,344	2,492



Cyprus		2020	2019	2020	2019	2020	2019
Total number of employees by employment contract	Permanent	197	225	182	190	379	415
	Fixed-term	0	3	0	0	0	3
	Total	197	228	182	190	379	418
Total number of employees by employment type	Full-time	95	107	82	88	177	195
	Part-time	102	121	100	102	202	223
	Total	197	228	182	190	379	418



Bulgaria		2020	2019	2020	2019	2020	2019
Total number of employees by employment contract	Permanent	201	199	327	282	528	481
	Fixed-term	9	5	8	12	17	17
	Total	210	204	335	294	545	498
Total number of employees by employment type	Full-time	167	157	249	220	416	377
	Part-time	43	47	86	74	129	121
	Total	210	204	335	294	545	498



Romania		2020	2019	2020	2019	2020	2019
Total number of employees by employment contract	Permanent	170	185	198	194	368	379
	Fixed-term	42	37	48	40	90	77
	Total	212	222	246	234	458	456
Total number of employees by employment type	Full-time	188	192	193	179	381	371
	Part-time	24	30	53	55	77	85
	Total	212	222	246	234	458	456



Turkey		2020	2019	2020	2019	2020	2019
Total number of employees by employment contract	Permanent	128	182	94	122	222	304
	Fixed-term	4	0	5	0	9	0
	Total	132	182	99	122	231	304
Total number of employees by employment type	Full-time	95	142	58	80	153	222
	Part-time	37	40	41	42	78	82
	Total	132	182	99	122	231	304

Internal Communication

For FOURLIS Group, internal communication constitutes a priority for the organization's smooth operation. For this reason, we make sure to inform and engage our People in the Group's initiatives, while at the same time we give them the opportunity to communicate with each other, regardless of their level of seniority.

The management of internal communication is realized through a number of activities and tools such as:

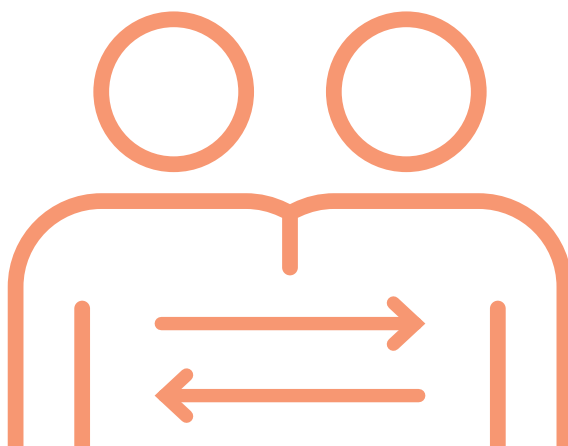
- F2F (Friend to Friend), an interactive and friendly to the user tool, that was created in 2018, exclusively for Group employees. It is a mobile application (social network) available in 5 languages, via which employees are able to browse all Group sites, to attend training programs that concern them, to communicate with all colleagues in real time- as text can be automatically translated- as well as to choose to stay informed on matters that concern them.
- In the context of the continuous internal communication improvement, we aim at periodically evaluating our efforts through the biennial "Employee Insight Survey". Under the slogan "Your opinion counts!" and the primary aim to enhance the satisfaction and commitment of the Group's Human Resources, all employees are invited, every 2 years, to participate in the survey and to express their views on issues pertaining to management, communication, organization, cooperation, training and development, work climate, remuneration, etc. Through the survey's results, areas for action and further improvement for the Group are highlighted and respective actions are taken.

Following the "Employee Insight Survey" conducted in 2018, we gathered our employees' proposals, processed them, and then proceeded to the design and implementation of actions, which focus on the following categories:



Typical examples are the mobile application F2F, as well as the organization of events for Group employees.

The survey was not conducted during 2020 due to the conditions created by the COVID-19 pandemic and is scheduled to be conducted in the last quarter of 2021.



Other actions for our People

Recognition of contribution and reward of FOURLIS Group employees

Besides the aforementioned communication tools, at FOURLIS Group we believe that in the context of a healthy relationship with our Human Resources, it is our moral duty to reward our people for their commitment and their contribution to the Group's success and also to support them and their families in any way we can. In this context, we implement the programs that are presented below.

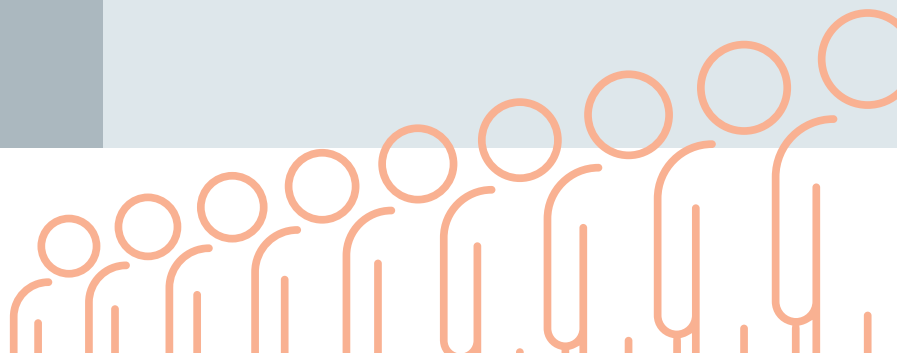
Years in service award

Through this program, employees who have contributed for numerous years to the achievement of the Group's objectives are rewarded (10, 20 and 30 years of recognition and contribution). In 2020, the long-term contribution of 214 employees in Greece, 3 in Cyprus, 16 in Romania and 5 in Bulgaria was recognized.



We say BRAVO

The program "We say BRAVO" aims to highlight and award those employees who, through certain behaviors, stand out for their professionalism and distinct contribution, always in alignment with the Group's Values and Mission. It is worth mentioning that through this process the employees themselves distinguish and reward their colleagues for similar behaviors. In 2020, through this program, a total of 35 employees were awarded, of which 25 in Greece, 4 in Cyprus, 3 in Bulgaria and 3 in Romania.



Awarding honor students

At FOURLIS Group we annually reward employees' children, either for being honored students, or for their successful admission to Universities. In 2020, 105 students in Greece, 4 in Cyprus, 19 in Bulgaria and 18 in Romania were rewarded.



Group employees' children acquiring work experience during summer

Since 2017, FOURLIS Group implements the "Group employees' children acquiring work experience during summer" program, which aims to give employees' children the opportunity to gain work experience and to familiarize themselves with the work environment.

Teenagers, aged 15–18 in Greece and 16–18 years abroad, participate in the program and are hired by FOURLIS Group companies in accordance to each country's labour laws. The program is implemented only during summer and the children are employed for two weeks. Due to the COVID-19 pandemic, the program was not implemented during 2020, however the company intends to continue the program when conditions allow and in accordance with each State's guidelines.



Scholarship program

Recognizing the value and importance of education for young people and everyone's right for equal opportunities, since 2013 at FOURLIS Group and more specifically to its companies in Greece and Cyprus, we implement a program called "SPOUDAZO ME IPOTROFIA" (I study with a scholarship). It's a program that aims to support employees' children who study in public Universities in Greece and Cyprus, away from their permanent residencies, and whose families face difficulties in meeting the financial requirements of covering the cost of accommodation in another city. Every academic year we offer 5 scholarships worth €3,000 each. In 2019, the scholarship program was also launched for IKEA employees in Bulgaria.

Lending library for FOURLIS Group employees



Since 2019, lending libraries operate at the Group companies' premises in Greece, aiming to encourage employees to read books. Lending libraries operate at the Group's headquarters in Maroussi, at TRADE LOGISTICS premises in Schimatari, as well as at the five IKEA stores in Greece (Airport, Egaleo, Thessaloniki, Ioannina and Larissa). FOURLIS Group libraries offer a wide range of books, from different categories, in order to meet employees' varying preferences.

"INVESTORS IN PEOPLE" certification



In 2017, FOURLIS HOLDINGS S.A. was certified for the following 3 years with the internationally recognized 6th generation standard, "INVESTORS IN PEOPLE" (IiP). The "INVESTORS IN PEOPLE" standard is a tool that helps businesses and organizations improve their performance in achieving their business objectives through Human Resources management and development. It consists of four phases (in chronological order):

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

The organization's ambitions lie "at the heart" of the standard, while the standard examines the following 9 areas:

1. Leading and inspiring people
2. Living the organization's values
3. Empowering/developing and involving people in the decision-making process
4. Managing performance
5. Recognizing and rewarding high performance

6. Structuring work
7. Building capacity
8. Delivering continuous improvement
9. Creating sustainable development

Each of the above 9 areas is divided into 3 separate sections and this way the company is evaluated on a total of 27 different criteria. For 2017, FOURLIS HOLDINGS S.A. has achieved the "Established" level in 5 out of 27 criteria, the "advanced" level in 2 criteria and finally, the "Developed" level in 20 criteria.

In the 6th generation standard, a provision is made for a reassessment both 12 and 24 months after certification. This way, the company has by its side a valuable partner who assists in its efforts to achieve its goals on employee management and development.

In September 2018 and March 2020, the relevant reassessments were performed, according to which the Group's progress is in accordance with the standard's guidelines, while in 2021 the final reassessment will take place in order to revalidate the Group's certification regarding the INVESTORS IN PEOPLE standard.



Our results

GRI 103-3, GRI 401-1



Total number (headcount) and rates of new employee hires and employee turnover by age group, gender and region

2020							
		Employee Turnover	Number of employees	Turnover rate (%)	New Employee Hires	Number of employees	New employee hires rate (%)
Age Group	<30	711	1,335	53,3%	900	1,335	67,4%
	30-50	298	2,173	13,7%	268	2,173	12,3%
	50>	47	597	7,9%	39	597	6,5%
	Total	1,056	4,105	25,7%	1,207	4,105	29,4%
Gender		547	1,914	28,6%	574	1,914	30,0%
		509	2,191	23,2%	633	2,191	28,9%
Group Total		1,056	4,105	25,7%	1,207	4,105	29,4%
Country	Greece	246	2,492	9,9%	391	2,492	15,7%
	Cyprus	178	379	47,0%	144	379	38,0%
	Romania	196	458	42,8%	225	458	49,1%
	Bulgaria	277	545	50,8%	325	545	59,6%
	Turkey	159	231	68,8%	122	231	52,8%
	Total	1,056	4,105	25,7%	1,207	4,105	29,4%
2019							
		Employee Turnover	Number of employees	Turnover rate (%)	New Employee Hires	Number of employees	New employee hires rate (%)
Age Group	<30	901	1,479	60.9%	1,280	1,479	86.5%
	30-50	321	2,188	14.7%	304	2,188	13.9%
	50>	43	531	8.1%	37	531	7.0%
	Total	1,265	4,198	30.1%	1,621	4,198	38.6%
Gender		663	2,014	32.9%	908	2,014	45.1%
		602	2,184	27.6%	713	2,184	32.6%
Group Total		1,265	4,198	30.1%	1,621	4,198	38.6%
Country	Greece	386	2,522	15.3%	592	2,522	23.5%
	Cyprus	219	418	52.4%	284	418	67.9%
	Romania	236	456	51.8%	243	456	53.3%
	Bulgaria	292	498	58.6%	315	498	63.3%
	Turkey	132	304	43.4%	187	304	61.5%
	Total	1,265	4,198	30.1%	1,621	4,198	38.6%
2018							
		Employee Turnover	Number of employees	Turnover rate (%)	New Employee Hires	Number of employees	New employee hires rate (%)
Age Group	<30	712	1,254	56.8%	932	1,254	74.3%
	30-50	280	2,255	12.4%	315	2,255	14.0%
	50>	30	529	5.7%	29	529	5.5%
	Total	1,022	4,038	25.3%	1,276	4,038	31.6%
Gender		579	1,917	30.2%	693	1,917	36.2%
		443	2,121	20.9%	583	2,121	27.5%
Group Total		1,022	4,038	25.3%	1,276	4,038	31.6%
Country	Greece	289	2,465	11.7%	389	2,465	15.8%
	Cyprus	145	351	41.3%	162	351	46.2%
	Romania	198	470	42.1%	237	470	50.4%
	Bulgaria	206	491	42.0%	240	491	48.9%
	Turkey	184	261	70.5%	248	261	95.0%
	Total	1,022	4,038	25.3%	1,276	4,038	31.6%

Human Resources Turnover Rate

FOURLIS Group 2020

METRIC C-S3

2020

2.71%

Involuntary turnover rate

22.78%

Voluntary turnover rate



2019

2.53%

Involuntary turnover rate

28.19%

Voluntary turnover rate

Benefits by significant location of operation

(provided to full-time and part-time employees and not provided to seasonal employees)

GRI 401-2

	Life Insurance			Healthcare			Disability and inability coverage		
FOURLIS Group	2020	2019	2018	2020	2019	2018	2020	2019	2018
Greece	○	○	○	○	○	○	○	○	○
Cyprus	○	○	○	○	○	○	○	○	○
Romania	○	○	○	○	○	○	○	○	○
Bulgaria	○	○	○	○	○	○	○	○	○
Turkey	○	○	○	○	○	○	○	○	○

	Parental leave			Retirement provision benefits			Stock options plan		
FOURLIS Group	2020	2019	2018	2020	2019	2018	2020	2019	2018
Greece	*	*	*	○	○	○	○	○	○
Cyprus	*	*	*	○	○	○	○	○	○
Romania	*	*	*	**	**	**	○	○	○
Bulgaria	*	*	*	**	**	**	○	○	○
Turkey	*	*	*	**	**	**	○	○	○

* Parental leave is granted according to legislation.

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



Protecting human rights in the workplace

Our management approach

GRI 103-2, METRIC C-S5

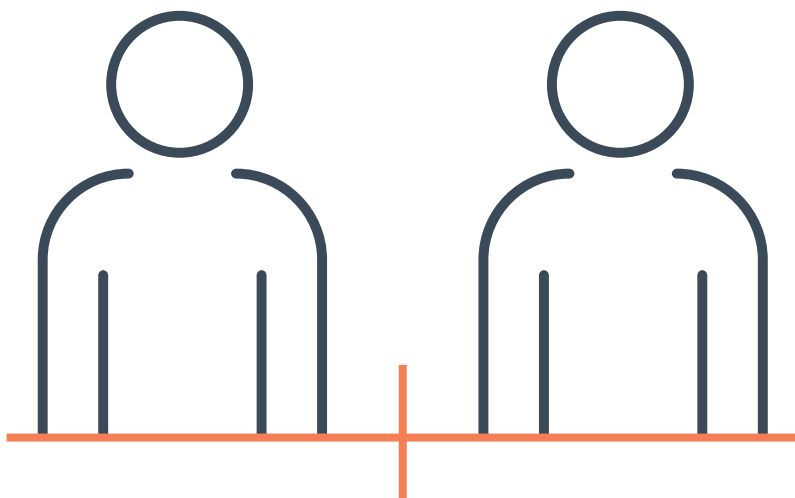
UNGC Principles 1, 2, 3, 4, 5, 6



At FOURLIS Group we approach the issues of respect and protection of Human Rights in a systematic way through the policies we adopt and the initiatives we undertake.

This effort has the main following axes:

- Our participation in the United Nations Global Compact through which we commit to adhering to the respective Principles, such as those relating to freedom of association advocacy, the elimination of child and forced labour, as well as discrimination in the workplace and our supply chain.
- Our Internal Labour Regulations, that regulate labour issues such as training and performance appraisal, workplace behavior, relationships between colleagues, health and safety conditions, the disciplinary procedure as well as the dismissal procedure.
- The Code of Conduct which focuses on employees' obligation for ethical professional conduct, equality and protection of personal data issues.
- The Open Resourcing Policy and Procedure. The core of our Policy on employee recruitment and professional development of our Human Resources is:
 - The common recruiting assessment criteria at all Group companies, to ensure equal opportunities and anti-discrimination.
 - The provision of equal opportunities for development through internal mobility and promotion processes to all Group employees.
 - The compensation and benefits policy that is based on the Group's financial results, on employees' performance appraisal that takes place on an annual basis and on the trends of the retail market regarding remunerations.
 - The maintenance of gender balance, national, religious, political or other characteristics, as well as disability, sexual orientation etc., in the selection and development processes of our employees, as well as in the compensation and benefits policies.
- The Health and Safety Policy, which has been developed to provide the best possible health and safety conditions for both Group employees as well as clients and visitors at our premises.
- The responsible product policies of our Group's subsidiaries, which aim to ensure safety and provide integrated product information to the end-user.



Our results

GRI 103-3, GRI 406-1

All Group employees have signed, independently of their position in the corporate hierarchy, the detailed or concise version of the Code of Conduct.

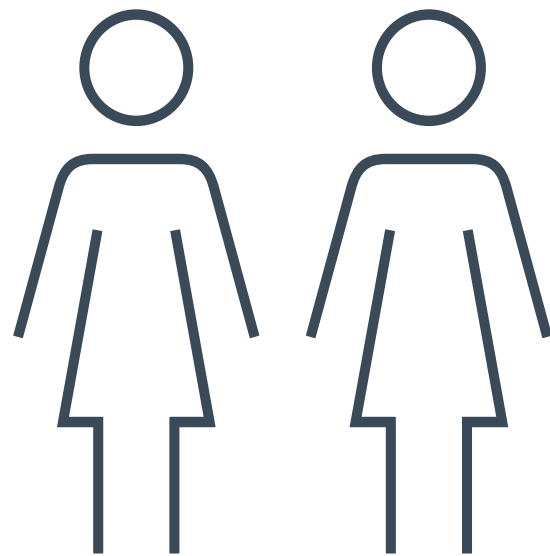
The concise version is available at www.fourlis.gr. Additionally, the Group's Code of Conduct line is operational 24 hours a day and anyone can call in order to report, anonymously or not, any concerns related to Code of Conduct violations or non-compliance with the applicable legislation. In the period 1/1-31/12/2020 no incidents of human rights violations and/or violations of any discrimination on the grounds of race, religion, gender, age, disability, nationality, political beliefs, etc., including incidents of harassment, were reported, in all Groups' operations. Via the Code Line one incident, concerning employee behavior, was reported and was communicated to the Human Resources Director for further investigation. The necessary investigation was carried out as well discussions both with the employee who reported the incident as well as with their boss and the Management of the company where the employee is employed, and the subject was settled on all sides. The incident does not fall into any of the above categories.

FOURLIS INDICATOR, METRICS C-S1, C-S2

53%

female employee
in FOURLIS Group

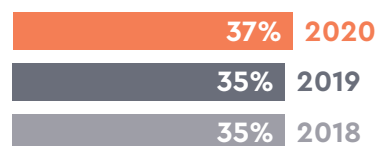
2020



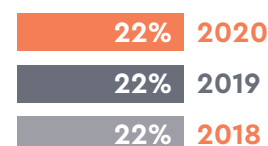
Percentage of women in the entire FOURLIS Group



Percentage of women in positions of manager/supervisor at FOURLIS Group



Percentage of women in the Board of Directors of FOURLIS Group



Providing employee training and development



The first training program for every Group employee is an induction program, through which we make sure that all newly hired employees are informed about the Group's structure, its Principles, the Code of Conduct and each company's Internal Regulation Charter. This program is provided to employees either as an in-person or as an e-learning training.

Also, in 2011, FOURLIS Learning Academy was established. All FOURLIS Group employees are members of the Academy, participating in programs depending on the requirements of their role and their needs for personal development.



FOURLIS Learning Academy consists of 4 programs in total:

<p>1. GREEN PROGRAM It is the base of the Academy and is addressed to all FOURLIS Group employees. It includes Induction as well as Product/Technical Training and Specialization programs, essential for any job position at all levels.</p>	<p>2. SILVER PROGRAM Development programs for FOURLIS Group newly appointed Managers and Supervisors.</p>
<p>3. GOLD PROGRAM Development programs for all FOURLIS Group Managers and Supervisors.</p>	<p>4. PLATINUM PROGRAM Development programs for FOURLIS Group Top Management Team.</p>

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

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



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

Each year a new class begins, with the participation of -on average- 16 employees, from all the countries where the Group operates. Their selection is based on a set of objectives and merit criteria. The program's total duration is 2.5 years. By the end of 2020, 60 employees in total, from all countries where FOURLIS Group operates, had attended the program, while 47 employees had graduated. During 2020, owing to the COVID-19 pandemic, there was not a new class. In 2020 all trainings were implemented remotely, either through e-learning or through an asynchronous training platform.

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

**The company's
goal that has to be
achieved through each
training**

**The employee's job
position specifications**

**The employee's skills
level**

Performance Appraisal and Development Review

Regarding our employees' evaluation, since 2008, we have adopted a single performance Appraisal and Development Review process for all Group employees, to ensure that the employees' appraisal process is and will remain transparent. In this way we ensure a fair working environment and we create an operational succession plan for executives at high responsibility positions.

The Performance Appraisal and Development Review process, which includes the assessment of both measurable agreed goals and the employees' skills and behaviors, takes place once a year for all employees in all Group companies. In addition, the evaluation form also records all actions related to Employees' Development Plan.

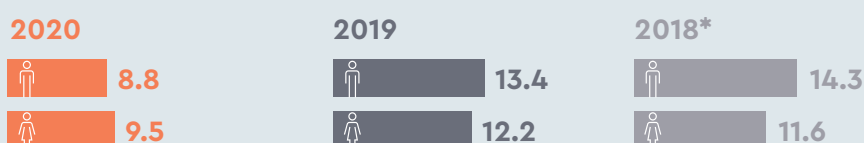
In 2020 the Performance Appraisal and Development Review process was renewed, in order to cover current business needs.

In particular, employee appraisal competencies were renewed to be harmonized with the current and strategic priorities of the company and in addition, employee self-assessment and the completion of a new professional ambition questionnaire became mandatory. Thus, employees acquire a more active role in evaluating their performance and communication between the appraisers and the appraised is further improved.

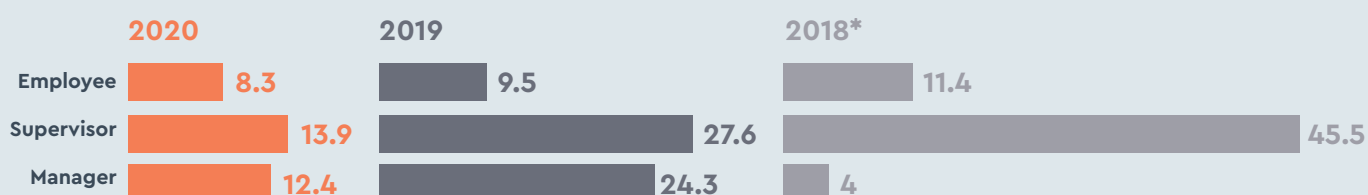
Furthermore, since 2013, we have been implementing a 360° Evaluation Procedure for the Group's Executives (managers and supervisors), in cooperation with an independent consulting company. The 360° Evaluation is a tool that offers the opportunity to those collaborating at any job level (supervisors, subordinates, colleagues), to openly express their opinion, providing constructive comments, on the behavior and the management style of the employees under evaluation. This way, 360° Evaluation is a self-improvement tool that contributes to understanding the needs, to identifying the strengths and the areas for improvement and thus to empowering collaboration. The 360° Evaluation was not implemented during 2020 due to COVID-19 and is scheduled to take place in 2021.

GRI 404-1

Average training hours by gender



Average training hours by employee category



* The Group's activities in Turkey are not included.

GRI 404-3

Percentage of employees receiving regular performance and development review, by gender and employee category

The Performance Appraisal and Development Review, which includes the assessment of the agreed measurable objectives and the assessment of employees' skills and behavior, is conducted once year for all employees in all Group companies. At the same time, all actions related to the employees Development plan are recorded on the Appraisal Review report.

GRI 404-2

Programs for upgrading employee skills and transition assistance programs

Thematic areas	2020	2019	2018
Corporate Culture (e.g. Induction Training)	○	○	○
Health & Safety	○	○	○
Selling Techniques/Customer Service	○	○	○
IT/Systems Training	○	○	○
Product Training	○	○	○
Specialized training on topics relating to the functions of the Group's Divisions (e.g. payroll, interior design, supply chain & logistics, marketing, food & beverages, personal & technical skills)	○	○	○
Foreign languages	○	○	○
Developmental tools for all Group employees	○	○	○
Annual Performance Appraisal and Development Review/Managing your People Potential	○	○	○
Managerial Skills for newly appointed Managers & Supervisors (Your role and profile as a Manager, Giving and receiving constructive feedback, Interviewing Skills etc.)	○	○	○
Managerial Skills for Senior Managers (Managing people, Managing High performing Teams, etc.)	○	○	○
Managerial Skills Trainings for Executive Managers/Directors (Managing Excellence & Self Leadership, Crisis Management, Change Management, etc.)	○	○	○
E-learning programs for all Group employees in all companies and countries: FOURLIS Group Induction Training, GDPR Awareness & Training, Digital Transformation, FOURLIS Group's New Performance Appraisal	○	○	-
Optional soft skill webinars for all employees (personality matters, apologizing, accountability, etc.)	○	-	-



Protecting employee health, safety and well-being



Our management approach

GRI 103-2

Occupational Health and Safety management system

GRI 403-1

At FOURLIS Group, an important priority is to ensure compliance with the Health and Safety Policy. The Group Health and Safety Division is responsible for the implementation of this policy.

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

The following is a detailed description of the System framework.

Risk management and emergency response

GRI 403-2

FOURLIS Group carries out all the actions required by law on risk management.

In particular, as required by the legislation, intensive audits are carried out by safety technicians in all Group companies' facilities. Safety technicians perform their duties according to the degree of risk posed by each facility, as defined by the relevant legislation.

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

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

The Group has also a Risk Management Team, under the responsibility of the Group Health and Safety Director. There are also trained employees to deal with emergencies in all Group 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 controls are performed such as those of the ventilation, the elevators, fire safety, etc., while there is also a first aid room.

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

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

All incidents related to employee health and safety are investigated according to relevant Group procedures and are submitted to an electronic database that includes all the relevant reports. Specifically, once a year, managers and assistant managers meet in order to analyze the incidents that occurred, their frequency, etc. and proceed with corrective and improvement actions, where necessary. At the same time, at IKEA due to the size of the stores and the large number of employees and customers/visitors, as well as in the distribution center of TRADE LOGISTICS due to the nature of its activities, a process called "Safety knowledge test" has been developed, based on the results of which improvement points are identified and appropriate corrective actions are taken. This process is already planned to be extended to INTERSPORT & The Athlete's Foot stores.

FOURLIS Group has developed and uses Safety Check Lists on a daily, weekly, monthly, semi-annual, annual basis for the control of all stores/facilities, controlled by the Health and Safety Department as well as by the responsible Managers. Also, every 2 years all IKEA stores undergo a detailed evaluation check (SOR-Safety Operation Review) by FOURLIS Group Health and Safety Director. The results of the evaluation are sent to store managers and to the company's Management. In addition, before a new sales area is delivered to the public, relevant checks are always performed in the Group's stores using predefined questionnaires (Check lists) with the purpose of identifying risks. Based on the results and findings of the above procedures, required corrective interventions are made immediately, in order for the facilities to be safe for all.

In addition, in cases where work must be carried out at Group facilities, a relevant security plan is submitted and approved before the work begins.





Occupational health services

GRI 403-3

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

In the large IKEA stores, as well as in the facilities of TRADE LOGISTICS and the Group headquarters, there are doctor's offices and automatic external defibrillators thanks to which lives have been saved.

The Occupational Physician makes recommendations to the Group's Human Resources Division for a number of issues, such as providing guidance on the COVID-19 pandemic and also prepares an occupational health and safety report submitted to the labor inspectorate. During the pandemic the Occupational Physician collaborated with the Group Human Resources Division, in order to record the policy and the process of dealing with the pandemic in the workplace.

Employee participation

GRI 403-4

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

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

Employees training on health and safety topics

GRI 403-5

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

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

To deal with emergencies, the following trainings are provided:

First aid training is provided once a year to both employees of the Security Team in IKEA stores, as well to employees who voluntarily participate in the respective First Aid teams in the rest of the facilities. The training lasts 2 days and the trainees receive the corresponding certificate of competency in first aid provision.

The Fire Safety and Firefighting Team, consisting of security professionals and volunteer employees, is once a year trained by certified members of the Security Team, in real fire conditions. In Athens International Airport commercial park, employees are trained by the national Fire Service.

Promotion of the health and well-being of employees

GRI 403-6

EF ZIN (WELL-BEING) program

The EF ZIN (Well-being) program was launched by the Social Responsibility Division in 2010 with the main objective to inform employees on health and well-being issues and to encourage them to adopt a healthier lifestyle. In the context of this program, actions such as preventive medical examinations, informational speeches on health and wellness issues, sports tournaments etc., are organized every year. Some of the most important EF ZIN actions that took place in 2020, are presented below.



Mediterranean diet

In the framework of the EF ZIN program, the "Mediterranean Diet – live better, live longer" program continued in 2020. The program is implemented in Greece, Cyprus and Bulgaria in collaboration with experienced dietitians-nutritionists and includes weekly indicative menus with recommended recipes based on the Mediterranean diet, as well regular updates on other relevant topics.



Online workout program

In 2020, an online workout pilates program was launched for the Group employees in Greece. The program is implemented twice a week, in collaboration with experienced trainers.



Counseling support line

Since March 2020, a Counseling/ Psychological Support Line for Group employees in Greece operates. This new service, in the field of mental health, is offered free of charge to the Group employees in Greece, in collaboration with specialized counselors/psychologists. Both employees as well as their relatives (spouses, adult children) can call the Line anonymously, to talk to the counselors/psychologists and to receive, with absolute confidentiality, immediate consulting support and guidance on issues that concern them and affect their personal, family and professional life. The line operates 24/7/365 and within 2020 received 105 calls from 41 people.

Psychology e-seminars

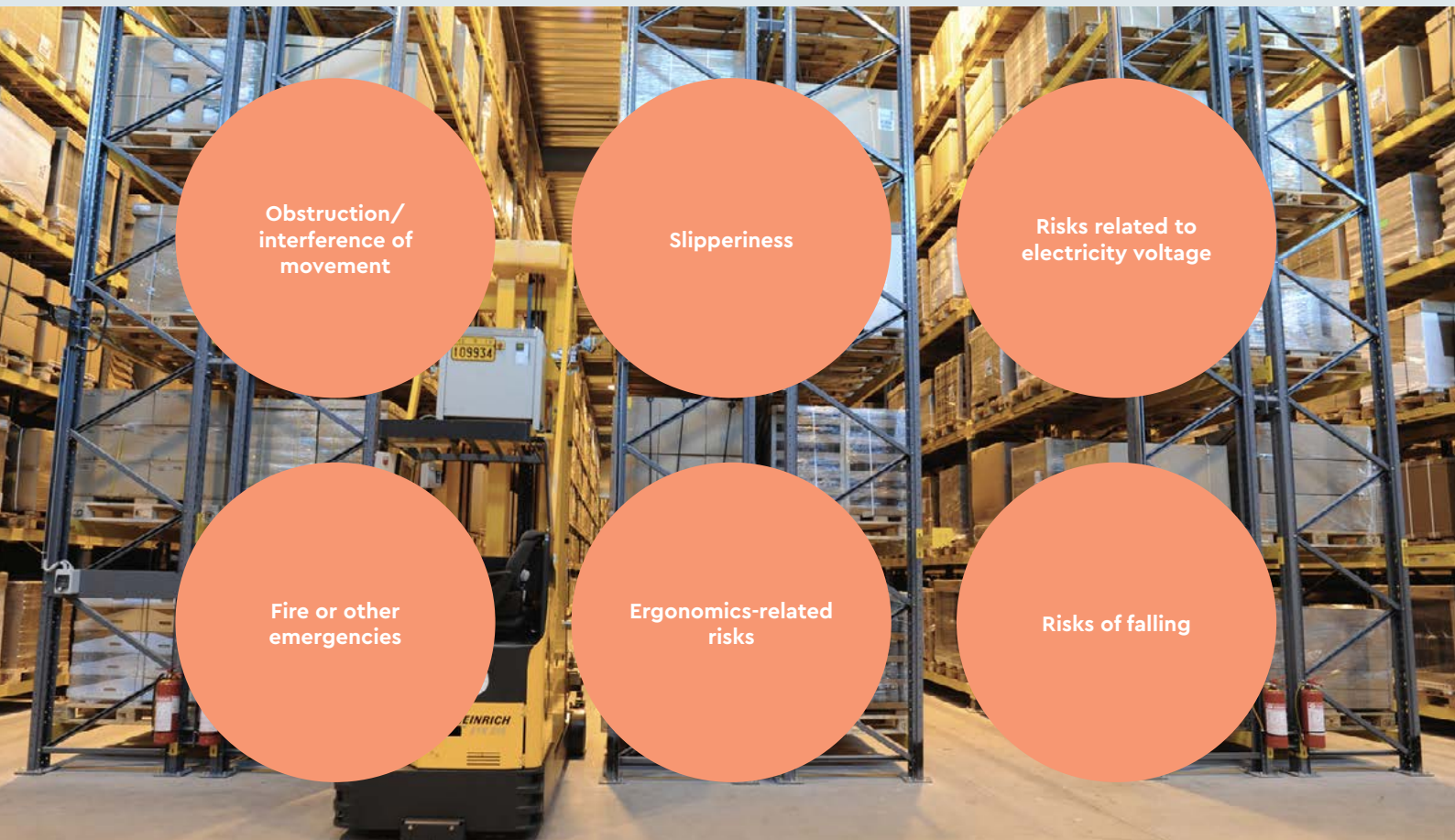
In the context of the Counseling/Psychological Support Line, the implementation of psychology e-seminars was launched in October 2020 in collaboration with the counselors/psychologists that support the Line. The e-seminars, which were attended by 65 people in 2020, are addressed to the Group's employees in Greece and cover a variety of subject matters.



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

GRI 403-7

At FOURLIS Group, we aim to prevent and mitigate any impacts on the health and safety of our partners/suppliers arising from potential risks. Alongside, we make sure that we train the partners and suppliers, who work in Group facilities, in the Group's policies and practices in health and safety matters, while we also provide the required equipment. We place particular emphasis on identifying and managing the risks that concern both employees and partners/suppliers, through the processes analyzed in the previous sections. Potential risks identified in these processes which may concern our employees and our partners/suppliers include, inter alia:



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

Our results

GRI 103-3

In 2020 there were no fatal and/or serious work-related accidents in all Group companies.

As a result of the overall management of Occupational Health and Safety topics, in the latest biennial Employee Insight Survey conducted in 2018, the area with the highest satisfaction rate was safety. The survey was not implemented during 2020 due to the COVID-19 pandemic and is scheduled to take place in the last quarter of 2021.

GRI 403-8

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

Specifically, in 2020, 12 internal audits were carried out, related to the risks of the COVID-19 pandemic. The audits covered selected facilities in all 5 countries in which the Group operates. The goal of these audits was to ensure proper and effective implementation of the measures taken to address the COVID-19 pandemic for the protection of employees and customers, in accordance with local laws and the guidelines provided by the Group.







For the Society

Under our main motto **TOGETHER FOR A BETTER QUALITY OF LIFE**, at FOURLIS Group we daily work together as well as individually, for the realization of our common commitment and vision: the establishment of the preconditions for a better life for all.

Active/responsible social contribution and organization of voluntary actions for employees



FOURLIS Group seeks to be in constant contact with the citizens but also the wider society in the countries where it operates through established communication and engagement channels, such as those presented on pages 23–24, with the aim to be informed about their needs and to understand them.

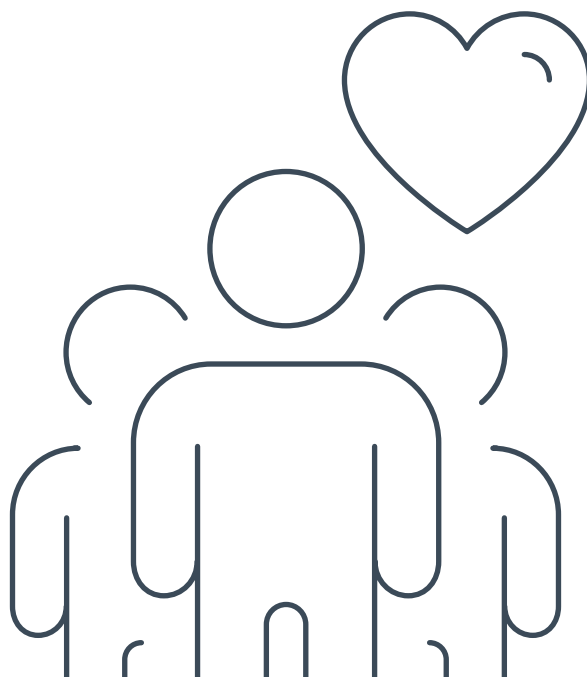
As a next step, needs are evaluated and prioritized, while programs and actions are planned and implemented, in order to satisfy the current and most important needs of each local community, but also those which are more in line with the Group's social responsibility strategy (support of vulnerable social 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 Social Responsibility Division in Greece is in constant and close communication and cooperation with executives from all Group companies, in order to jointly plan, coordinate and implement these actions.

The countries where social responsibility programs and actions took place in 2020 were Greece, Cyprus, Bulgaria and Romania and the most important of these are presented below.

Some programs' implementation was impacted by the COVID-19 pandemic.

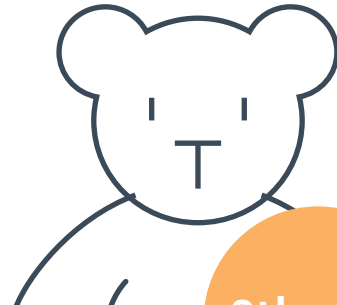




"STATIONS OF JOY" PROGRAM



Refurbishment of **5** nurseries
and kindergartens for more than
190 children in Greece



8th year



In 2020, IKEA and FOURLIS Group continued, for an 8th year, the "Stations of Joy" program through which they support municipal nursery schools and kindergartens throughout Greece, creating functional spaces where children can enjoy their stay. The program is implemented in cooperation with the respective Municipal Authorities, while every space is always equipped in cooperation with the schools' teachers, considering the children's needs and the IKEA decorators' experience.

In 2020, IKEA in Greece fully refurbished 5 municipal nurseries and kindergartens, for more than 190 children in various regions across Greece.

During 2020, IKEA in Cyprus did not implement the program due to the COVID-19 pandemic. In 2021, IKEA and FOURLIS Group will continue the implementation of the "Stations of Joy" program both in Greece and in Cyprus, when the conditions formed by the pandemic will allow it.



SUPPORT OF THE "MAKE-A-WISH GREECE" ORGANIZATION



Donation of IKEA products
to grant the wishes of **14** children



IKEA supports the "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 to confront their illness.

In this context, in 2020, IKEA proceeded with the donation of materials and furniture from its stores, to grant the wishes of 14 children, who wished to acquire their dream room.

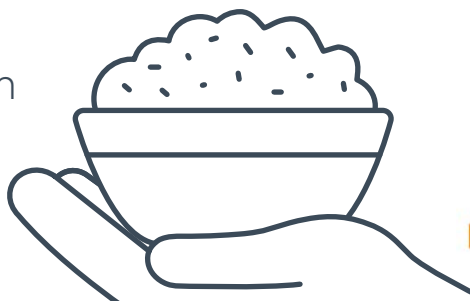
IKEA and FOURLIS Group's goal is to create, through their activities and actions, the conditions for a better everyday life for children. In this context, in 2021 they will continue to support "Make-a-Wish Greece" as they share the same belief, that we should never stop trying for children.



FOURLIS
GROUP OF COMPANIES

MEALS DONATION

Donation of more than
42,000 meal portions



Member of
Saving & Offering Food Network

Boroume
saving food - saving lives

www.boroume.gr



DONATION OF MEAL PORTIONS IN GREECE

42,364
2020

59,092
2019

59,089
2018

DONATION OF MEAL PORTIONS IN CYPRUS

-
2020

27,466
2019
Jan.-Dec.

5,025
2018
Sep.-Dec.

GREECE

Since 2012, IKEA and FOURLIS Group have been cooperating with "BOROUME" (We Can), the Non-Profit Organization whose mission is the reduction of food waste and fighting malnutrition in Greece. In the context of this cooperation, in 2020 IKEA continued the daily donation – to people in need of meals not consumed at its stores' restaurants in Greece, as well as at the Group Headquarters' restaurant.

Since 2012, meals have been distributed to the following organizations:

- RETO Hellas Association (Attica)
- Municipality of Egaleo Social Grocery (Attica)
- Municipality of Egaleo Social Service Department (Attica)
- Community House "Ariadne" (Attica)
- Parish breadline of Estravromenos Church in Tavros

(Attica)

- Western Athens Direct Social Intervention Network (Attica)
- Municipality of Thessaloniki Social Service Department
- Social breadline of Toumba (Thessaloniki)
- Trion Ierarchon Church of Evosmos (Thessaloniki)
- Agios Georgios Church (Larissa)
- Agioi Saranta Parish (Larissa)
- Metropolitan Cathedral of Ioannina
- Church of Assumption of Holy Mary of Perivleptos (Ioannina)

CYPRUS

During 2020, IKEA Cyprus store did not proceed with the implementation of the meal donation program from its restaurant, due to the COVID-19 pandemic.



SUPPORT FOR THE PEOPLE AFFECTED BY "IANOS" STORM IN THESSALY

With a sense of responsibility towards people and society, IKEA provided material assistance to the victims of the disastrous storm "IANOS", that hit the region of Thessaly. Specifically, in coordination with the state, the company proceeded to the donation of bed linen such as sheets, pillows, duvet covers, towels, etc., to meet the needs of the victims at the Municipalities of Mouzaki, Karditsa and Farsala.



SUPPORT FOR CHILDREN FROM VULNERABLE SOCIAL GROUPS BY IKEA BULGARIA



IKEA Bulgaria continued the implementation of actions for the support of children and young people from vulnerable social groups. In this context, in 2020 IKEA Bulgaria:

- donated all proceeds from SAGOSKATT plush toys sale to support UNICEF programs for children,
- supported the "For Our Children" organization by offering items for the day care center for children with disabilities,
- offered products to "SOS Children's Villages" for the creation of "Dreamers" youth centers,
- set up play corners in public libraries in Bov and Elena regions as well as in the "Muzeiko" museum for children.



INTERSPORT "GIVE ENERGY FOR LIFE"



Support of the Association
"ALMA ZOIS" for the online
Pilates team implementation



In 2019 INTERSPORT launched #womanism, an action which aims – through a new empowerment philosophy – to "lift on the podium" all women, modern "athletes" in the arena of life. INTERSPORT's goal is for #womanism to be the reference point of every woman who, within her daily life, is called to become the master of herself and to conquer all that belongs to her.

In this context, in 2020 INTERSPORT proceeded in a collaboration with the Panhellenic Association of Women with Breast Cancer "ALMA ZOIS" and supported a new program of the Association: the online Pilates team.

According to the latest research data, gentle exercise is a key element for the recovery of breast cancer patients and significantly contributes to improving their quality of life. INTERSPORT, in October 2020, during Breast Cancer Awareness Month, implemented the action "GIVE ENERGY FOR LIFE" and offered 10% of the sales of women's Energetics clothing collection during October 16–31, for the implementation of the online Pilates team for the period November 2020–April 2021.





SUPPORT TO VULNERABLE SOCIAL GROUPS

Collaboration with "Mission ANTHROPOS" for the donation of **1,386** items of sports equipment



INTERSPORT cooperated with the civil, non-profit, non-Governmental Organization "Mission ANTHROPOS", and proceeded to the donation of sporting goods to organizations cooperating with "Mission ANTHROPOS" for the support of vulnerable social groups. Specifically, INTERSPORT donated 1,386 items of sportswear clothing and footwear to the NGO METADRASI, to be provided to the Reception and Identification Centers in Kos and Orestiada, for the needs of unaccompanied minors. Products were also sent to Women Association of Drosero "Elpida", in Xanthi, for the needs of the minority population of the area.





FOURLIS HOLDINGS S.A., A CORPORATE MEMBER OF "DIAZOMA"

FOURLIS Group is a corporate member of "DIAZOMA" Association, which aims to connect and motivate all forces of the Greek society (e.g. citizens, mayors, regional governors, universities, cultural institutions) for the promotion and universal protection of a special category of monuments, that of the ancient theaters. More information as well as the results of the association's actions, are available at www.diazoma.gr.



FOURLIS HOLDINGS S.A. SUPPORTS OPHELTES

FOURLIS Group supports the Non-Profit Association "OPHELTES – THE FRIEND OF NEMEA", which was founded with the aim to promote the cultural heritage of Nemea's archeological site. More information as well as the results of the Association's actions, are available at www.opheltes.gr.



FOURLIS HOLDINGS S.A. SUPPORTS THE SOCIETY FOR THE REVIVAL OF THE NEMEAN GAMES

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

More information as well as the results of the Society's actions, are available at www.nemeangames.org.





FOURLIS HOLDINGS S.A. SUPPORTS "ELLINIKI ETAIRIA – SOCIETY FOR THE ENVIRONMENT & CULTURAL HERITAGE"

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

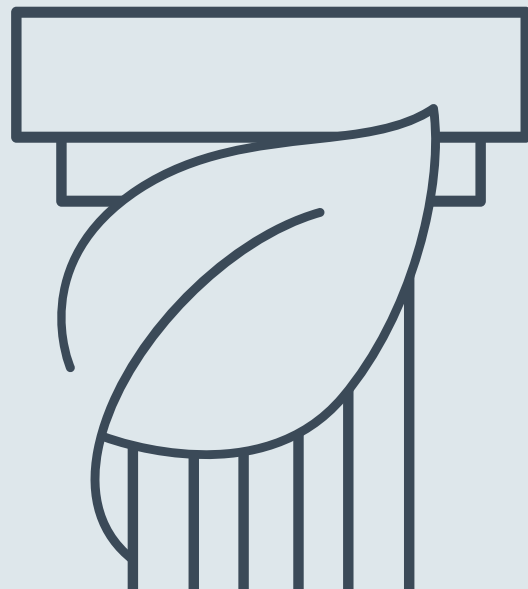
Since 2019, ELLET has undertaken the coordination of communication, publicity, awareness and environmental education activities as well as the impact of climate change on the landscape and archeological sites and land uses, under the LIFE IP adaptInGr program, the most important program that our country has ever undertaken regarding climate change adaptation. This is an 8-year program in which 19 prominent organizations participate, such as the academy of Athens, the National Technical University of Athens, the Bank of Greece and the National Observatory of Athens, as well as five Municipalities and three Regions. The coordinator of the program is the Ministry of Environment and Energy.

ELLET is the only Environmental Organization that participates in the program and has participated in all stages of its preparation, from the conception to the submission of the final proposal.

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

In 2020 FOURLIS HOLDINGS S.A. had also active involvement in the planning and the successful completion of the transition, from 01/07/2020, of the accounting monitoring to Zepos-Giannopoulos Office – with the ability of remote access from ELLET offices to the new system. In addition, the company actively participates in the monthly monitoring and issuance of financial reports to all ELLET Councils, while at the same time, monitors and coordinates all banking functions that are necessary for the orderly and detailed management of ELLET cash registers. In addition, in 2020, FOURLIS HOLDINGS S.A. decided to finance the design and written recording of all the ELLET internal procedures, with a full depiction of both the responsibilities and obligations of each Council. The aim is to monitor, in terms of budget compliance, all the projects and actions of the Councils as well to seek additional resources, if necessary.

For more information and the results of the actions of ELLINIKI ETAIRIA – Society for the Environment & Cultural Heritage, you can visit the website www.ellet.gr.



Corporate Volunteerism

VOLUNTARY BLOOD DONATION

"Everyone can save a **life!**"

Under the moto "Everyone can save a life!" FOURLIS Group employees participate in the voluntary blood donation which is annually implemented in January and June in the premises of the Group companies in Greece, Cyprus and Bulgaria. For 2020 due to the conditions created by the COVID-19 pandemic, a blood donation did not take place. However, the Group intends to continue the program as soon as the conditions formed by the pandemic will allow it.



BLOOD UNITS COLLECTED

IN GREECE

351 2019	212 2018	225 2017
--------------------	--------------------	--------------------

IN CYPRUS

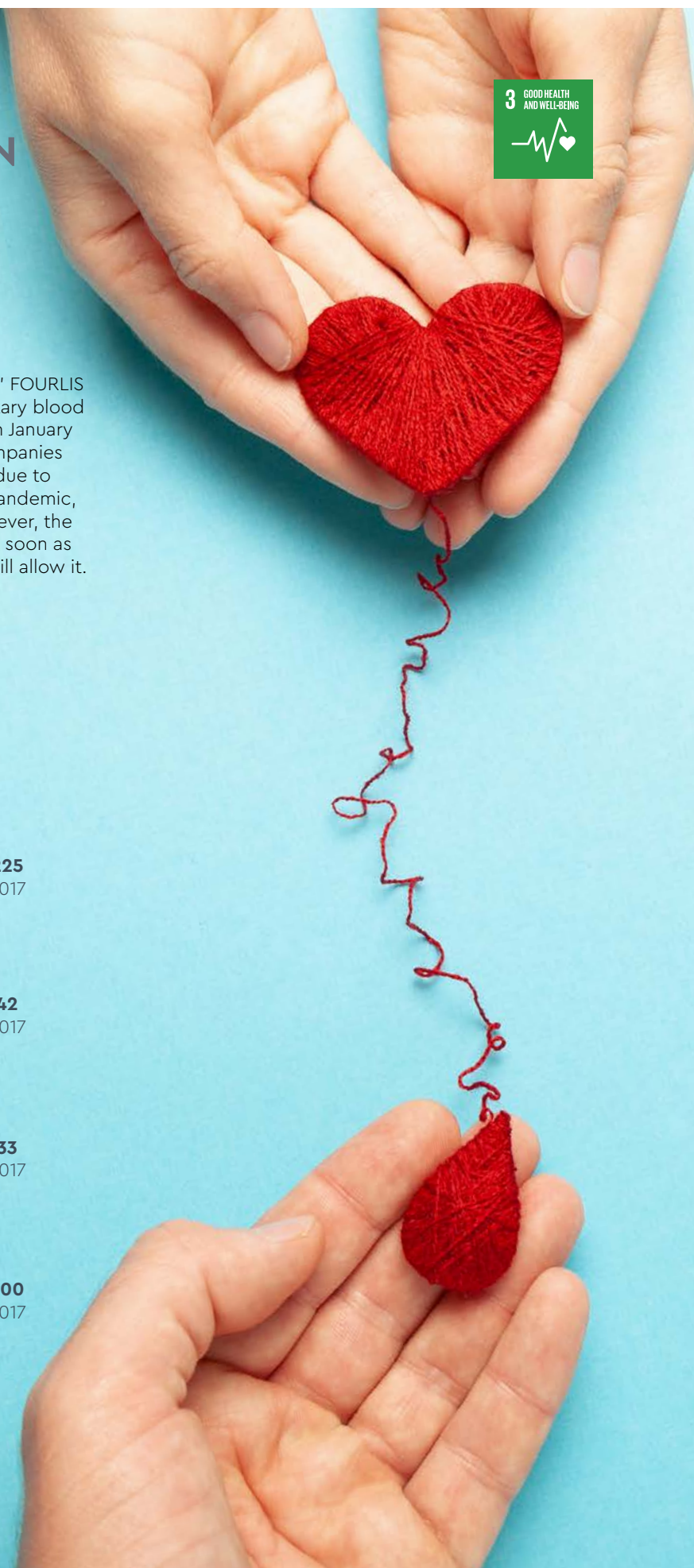
53 2019	45 2018	42 2017
-------------------	-------------------	-------------------

IN BULGARIA

11 2019	23 2018	33 2017
-------------------	-------------------	-------------------

TOTAL

415 2019	280 2018	300 2017
--------------------	--------------------	--------------------





DONATION OF SCHOOL SUPPLIES



Aiming to promote volunteering and to raise employees' awareness regarding the value of donation, FOURLIS Group invited its employees to participate in local school supplies collection activities, at the start of the school year. During 2020, employees in Greece were informed about the campaign #MaziStoSxoleio, run by the Association "Mazi gia to Paidi" (Together for Children) and were invited to offer any amount they wanted to the crowdfunding platform of the organization in order to contribute to the organization's effort to fill the bags of 160 children in need, with notebooks, stationery and drawing equipment. In Cyprus and Bulgaria, Group companies' employees participated in actions that were organized by the Social Responsibility Division and collected school supplies which were offered to the organizations "Hope for Children" and "Vasilitsa" respectively.



DONATION OF FOOD AND OTHER ESSENTIAL SUPPLIES



On the occasion of Christmas holidays, FOURLIS Group employees in Cyprus and Bulgaria participated in the collection of food and other essentials which they offered to organizations supporting vulnerable social groups. The products collected in Cyprus were donated to the organization "Be a Hero", while in Bulgaria, to the organization "Vasilitsa". IKEA supported this important action in both countries, by offering to organizations, for the same purpose, products from the Swedish IKEA food market. A similar action was organized in Romania, where INTERSPORT employees collected 80 boxes with necessary products such as food, clothing, footwear, personal hygiene items and school supplies, that they donated to the Organization "Asociația create yourself" to support vulnerable social groups.

VOLUNTEER DAY



In 2019, FOURLIS Group Social Responsibility Division inaugurated a new institution, the "VOLUNTEER DAY", for employees and their families. This new institution aims to further promote volunteerism, to strengthen the culture of raising employees' awareness about the importance of supporting society, to enhance their effective participation in the Group's social contribution, but also to empower team spirit.

During 2020, the "VOLUNTEER DAY" did not take place due to the conditions created by the COVID-19 pandemic. The intention of the Group is to continue the program when the conditions formed by the pandemic will allow it.





For the Market





Creating economic value/ economic performance of the company



Our management approach

GRI 103-2

In 2020 the Group was mainly affected by the COVID-19 pandemic, which disrupted economies globally and had a significant negative impact on many activities.

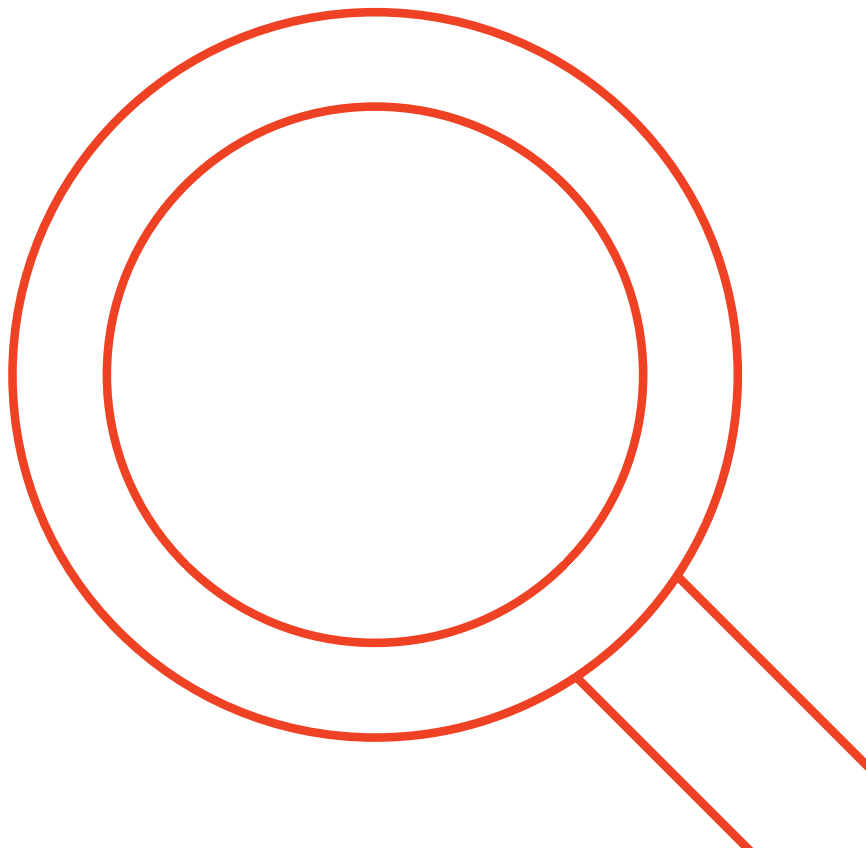
In Greece, the temporary suspension of the activity of many companies and the great recession in tourism led to a big drop in GDP, which is estimated to have reached -8.2% compared to 1.9% in 2019*. Estimates for the development of the Greek economy in 2021 will be determined by the impacts of the spread of COVID-19 pandemic, the quantification of which is changing dynamically and the macroeconomic variables that may affect the course of the Group.

The Group Management estimates that in 2021, financial results will be improved compared to those of 2020. The above estimate for the improvement of the financial data of the Group in 2021, is directly dependent on the developments related to the COVID-19 pandemic, but also on the economic environment especially in Greece, where most of the revenues still come from (58.5% in 2020).

The portfolio management service continues to identify, assess and hedge financial risks and provide guidance on the management of this exceptional risk to provide protection to investors.

In addition to cost and liquidity management, the Group has strengthened its infrastructures both in terms of information systems as well as the operation of logistics centers, in order for the business and commercial operation not only to continue smoothly but also to be further strengthened.

*<https://www.statistics.gr/the-greek-economy>





With the expectation that in 2021 in Greece the prospects of the economy will improve once the health crisis is addressed and the economic growth of 2019 will continue, the Group Management aims to:

Further increase its profitability.

Continue the strictly selected investments in the two retail sectors in which it operates.

Further strengthen the synergies and economies of scale within the Group by making a new investment of mechanical equipment to automate the provision of storage and distribution of eshop for all Group companies in the retail sporting goods segment, from the company TRADE LOGISTICS SA.

Continue the utilization of new investment opportunities which includes the approval received by the Hellenic Capital Market Commission on 28/2/2019 for operating license in the company under establishment under the name "TRADE ESTATES Real Estate SA", for its operation as: a) Real Estate Investment SA in accordance with the provisions of law 2778/1999 and b) Alternative Investment Organization with internal management, according to the provisions of law 4209/2013. In the same context were included the Group's actions for the establishment of companies in the field of real estate management in Cyprus and Bulgaria and for the strategic planning of TRADE ESTATES Real Estate Investment Corporation which includes the finding of a strategic partner who will make a significant investment in established company which together with the forthcoming public offering will amount to at least and above 50%.

Continue the investment in innovation and technology and upgrading its services following the rapid changes in consumer habits and the physiognomy of retail.

Enhance the coverage of the growing expectations of its consumers and to create a complete positive experience for the customer.

The harmonious combination of e-commerce with the "traditional" development model, making the most of digital media and new technologies, to offer an omnichannel experience both offline and online.

In the home equipment and furniture sector, integrate to our network of 2 medium-sized IKEA stores, 1 in Athens and 1 in Sofia. Based on the development plan in the 3 countries where the Group operates, open 5 medium-sized IKEA stores 5,000 - 12,000 sqm. and 10 small stores 1,000 - 2,000 sqm. in the next five years.

In the sporting goods retail sector, integrate to our network 1 INTERSPORT store. At the end of 2021, the industry of sportswear is expected to have a network of 121 INTERSPORT stores and 17 TAF stores while e-commerce INTERSPORT stores in Greece, Romania, Turkey, Bulgaria and Cyprus and e-commerce TAF in Greece will be fully operational.

Our results

GRI 103-3, GRI 102-7, GRI 201-1

Direct Economic Value Generated	2020 (€)	2019 (€)
Revenues	370.6	466.3
Total	370.6	466.3
Direct Economic Value Distributed		
Operating Costs	95.7	102.6
Employee Wages and Benefits	60.0	71.0
Payments to Providers of Capital	11.9	17.3
Payments to Government by country	2.7	3.3
Greece	1.3	1.6
Cyprus	0.8	1.0
Bulgaria	0.6	0.8
Community Investments	0.3	0.4
Total	170.7	194.6
Economic Value Retained		
Direct Economic Value Generated	370.6	466.3
Economic Value Distributed	170.7	194.6
Total	199.9	271.7

The complete FOURLIS Group financial results are available in the 2020 Annual Financial Report at www.fourlis.gr.



Ensuring business ethics and regulatory compliance



Our management approach

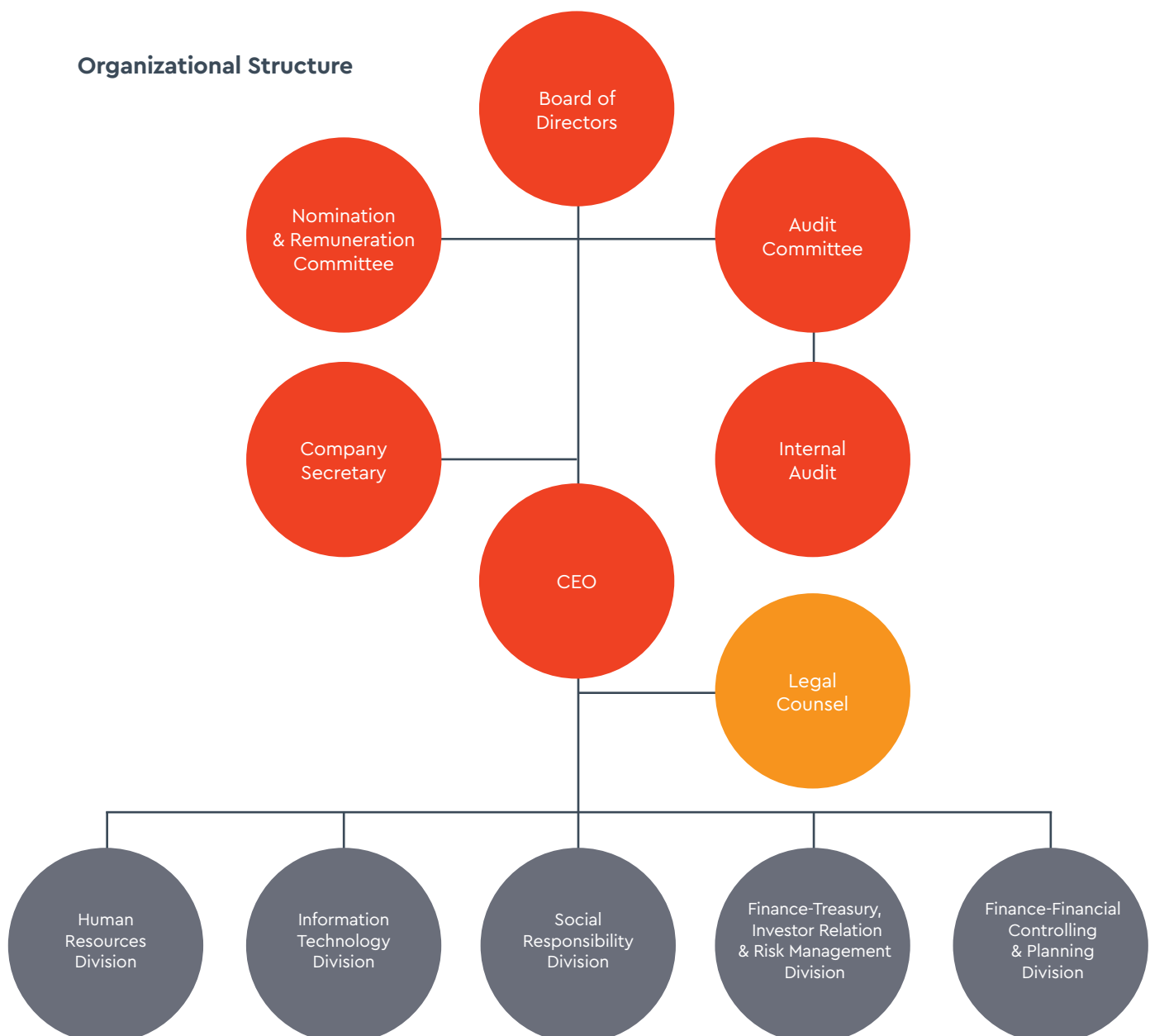
GRI 103-2, GRI 102-18

UNGC PRINCIPLES 1, 2, 3, 4, 5, 6, 10

At FOURLIS Group, sustainable development is integrated to our management style and constitutes an integral part of the Group's activities and management practices. Within this framework, regulatory compliance and anti-corruption issues' proper management affects the Group's reputation and performance while, at the same time, reduces the risks associated with non-compliance incidents.

The following organizational chart depicts the communication and interaction of the Board Members with the Committees, as well as the Divisions of FOURLIS HOLDINGS S.A.

Organizational Structure



Our approach on Regulatory Compliance issues is based on and has as a prerequisite three key pillars: corporate governance, business ethics and anti-corruption and anti-competitive behavior. The way we manage each one of these pillars is described below.

Board of Directors (BoD)

The Company has chosen to set up its BoD with the maximum number of members allowed by its articles of association (9 members) to ensure diversity, age, knowledge, skills and experience that serve the Company's objectives, as well as the balance between executive and non-executive members. The Company's articles of association provide a 5-year service for BoD Members.

During the Annual General Assembly, the company's Shareholders evaluate the Board Members' performance and activity. The Annual General Assembly also elects the BoD, its independent members, as well as the Audit Committee Members. FOURLIS HOLDINGS S.A. current Board was elected in 16/6/2017. The Corporate Governance statement contains detailed information about the BoD operation and its members. In the same statement, which is included in the annual Financial Report, the operation of both the Audit Committee and the Nomination and Remuneration Committee is also described.

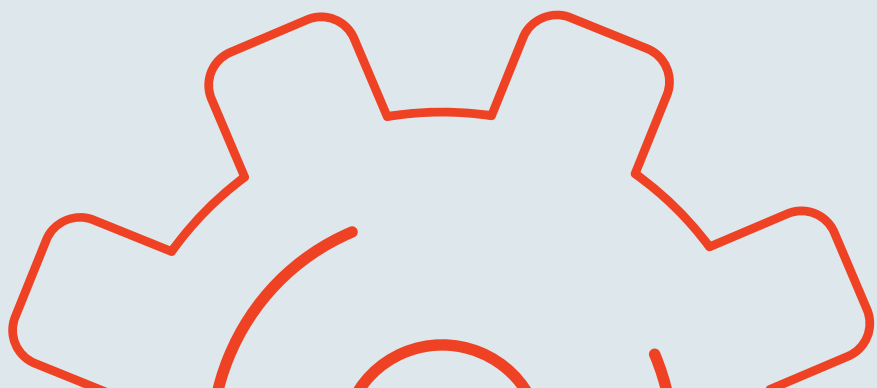
More information is available at www.fourlis.gr.

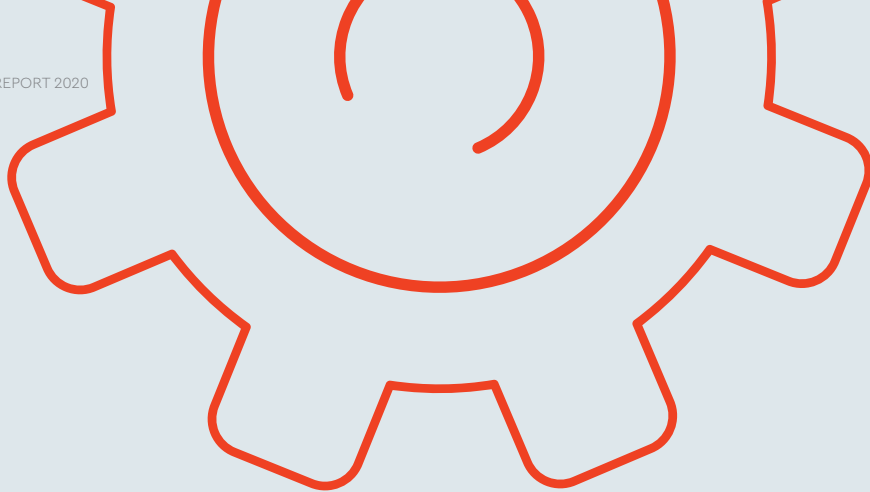
Corporate Governance Code

METRIC C-G2

The Company has decided (Board of Directors decision on 28/2/2011) to voluntarily comply with the Hellenic Corporate Governance Code for listed Companies. The Code aims at the continuous improvement of the Greek corporate institutional framework and business environment, as well as at increasing investors' confidence both on listed companies overall, as well as in each one individually, while it broadens the horizons to attract investment capital. In its annual Financial Report, the Company includes a Corporate Governance Statement, in which it discloses its voluntary compliance with the Code. The Statement also describes how the BoD and its committees operate and includes information on BoD Members, risk management and internal audit.

More information is available at www.fourlis.gr.





Code of Conduct

GRI 102-16, METRIC C-G2

FOURLIS Group has adopted high professional ethics standards ensuring the commitment and cooperation of all its executives. The Code of Conduct is an "active" document of the Group and focuses on creating a working environment that promotes respect and protection of human rights. Through the Code, FOURLIS Group promotes and implements an equal opportunities policy applicable to all employees, as well as a policy that prohibits sexual harassment and is in full compliance with labour legislation. Furthermore, FOURLIS Group's violence prevention in the workplace policy, as it is set out in the Code, strictly prohibits acts of violence, threatening messages or behavior and weapons' use or possession by any person in the workplace or during any transactions with external partners.

All FOURLIS Group employees are obliged to adopt and implement the Code of Conduct. The Code's detailed version is delivered to all company executives, while the summary version and any potential changes are distributed to all employees. The Code is translated into English, but also into all the languages of the countries where the Group operates.

All employees have signed, based on their position in the company's hierarchy, the Code's detailed or concise version (the concise version is available at www.fourlis.gr).

When changes are made to the provisions of the Code from the company's side, then employees are required to sign the new version of the Code of Conduct. If, in the meantime, any changes occur in relation to the Code's prerequisites directly from the employees, the latter must notify Management. The Code states the policies/procedures that all employees must follow, including -among others- the following:

- Obligation of adherence to business ethics and compliance with legislation.
- Communication of cases where unethical or unlawful behavior is observed.
- Conflicts of interest.
- Business gifts, payments and fair transactions.
- Working environment at FOURLIS Group.
- Trade and competition practices.
- Merchandise quality and natural environment protection.
- Confidentiality.

In the 2nd paragraph of the Code of Conduct, which is available at the Company's website, instructions are provided for "Communicating unethical or unlawful behavior", as follows: "The Group Code of Conduct line is available 24 hours a day and anyone can call in order to report, anonymously or not, any concerns related to Code of Conduct violations or non-compliance with the legislation. Access to the Group's Code of Conduct line is possible via phone, mobile or landline, at (+30) 210 6293010, or via sending an email at codeofconduct@fourlis.gr.

More information is available at www.fourlis.gr.

Charter of Operations

The Charter of Operations of the parent company of the Group (FOURLIS HOLDINGS S.A.) is approved by the Board of Directors. It refers to the organizational structure and the risk management and internal control systems. It includes the main company procedures and operating principles, while it describes the audit Committee, the Nomination and Remuneration Committee and the Internal Audit Division's composition and responsibilities. Additionally, it contains the transaction code basic principles for its securities and compliance with the relevant regulation. The Charter of Operations was renewed within 2020 based on the requirements of the recent Corporate Governance Law 4706/2020.

Internal Audit Division

The Group's Internal Audit Division is organized in such a way that allows its independent, confirmative and advisory role, and is designed to add value and to improve the company's processes. The Division supports the Group to achieve its objectives through assessment, which contributes to corporate governance, internal audit and risk management systems improvement by the Management. The operation of the Internal Audit Department is supervised by the Audit Committee (Audit Committee) and is in accordance with articles 15 and 16 of law 4706/2020, the Greek Corporate Code Governance voluntarily adopted by the Company and the provisions of the Internal Regulation of operations of the Company. The Internal Audit Department has an Internal Audit Charter approved by the Group's Board of Directors which describe its responsibilities, duties and obligations. The Internal Audit Charter is posted on the Company's website.

Audit Committee

The BoD operation at FOURLIS HOLDINGS S.A. is supported by its Audit Committee. The Audit Committee is appointed at the General Meeting of Shareholders and operates in accordance with article 44 of law 4449/2017 as amended by article 74 of law 4706/2012, articles 10, 15 and 16 of Law 4706/2020 and EU Regulation No. 537/2014, the Hellenic Corporate Governance Code which has been voluntarily adopted by the Company and the provisions of the Internal Regulation Charter and this Regulation describes the responsibilities, duties and obligations of the Internal Audit Committee in relation to the above framework. The Audit Committee has been established in order to support the Board of Directors in its duties relating to:

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

The Audit Committee Charter has been approved by the Company's BoD. For 2020, the Audit Committee has submitted a progress report, with refers to the Sustainable Development Policy followed by the Company.



Nomination and Remuneration Committee

METRIC A-G4

The main role of the Nomination and Remuneration Committee is to lead the candidate submission process for the election of members of the Board of Directors and submit proposals to the Board of Directors on their remuneration.

Issues related to remuneration are included in the Remuneration Policy (based on Article 110 Law 4548/2018 – Article 9a of Directive 2007/36/EC, Directive 2017/828 EU) and in the Remuneration Report (based on Art. 112, L.4548/2018) which have been approved by the General Assembly and are posted on the website www.fourlis.gr. There is also a relevant reference in the Corporate Governance Statement that is also available at www.fourlis.gr.

Sustainable Development Supervision

METRIC C-G1

Sustainable development topics are discussed at least once a year in the Executive Committee, which is attended by executives of the Group's companies, as well as by executive members of the BoD, who in turn notify the sustainable development topics to the other Members of the BoD in order to set priorities and corresponding goals, according to the results of the materiality analysis.

Personal Data protection

METRIC C-G3

The Group adheres to both the European legislation, as well as the local laws of the countries where it operates, in order to protect the personal data of the natural persons involved in transactions with the Group. Respect of privacy is part of the Code of Conduct and its policies that govern the operations of the Group and its subsidiaries.

FOURLIS Group values the trust of all people involved in transactions with the Group and has designed and implements a personal data protection policy for all natural persons (visitors, partners, customers, suppliers and current, ex and applicant employees). We protect with due diligence the personal information we collect for business needs, after legal consent, and we make sure to safeguard the rights of natural persons, in accordance with the existing legislation and the general Data Protection Regulation (GDPR), in all the countries where our companies operate.

Some of the practices followed by all Group companies, regarding the protection of personal data, are the following:

For Employees

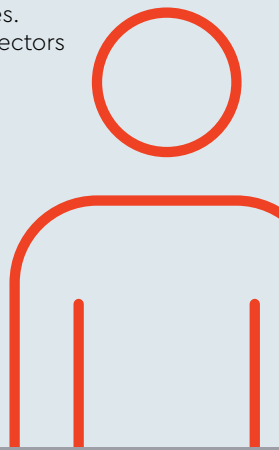
- Commitments they undertake through the Code of Conduct (according to the position they hold) for the implementation of confidentiality.
- Controlled access to sensitive personal data electronic files with the use of a special password that is subject to regular changes.
- Training for all Group employees, in all countries where it operates, in GDPR issues either through live seminars or through e-learning. GDPR training is also part of the induction program for new employees.



For Customers

- Informing visitors/users of the Group companies' web pages and e-commerce websites for their acceptance and unconditional agreement with the terms of use that apply to all content.
- Informing them about their required consent in order to participate in customer loyalty programs (IKEA Family, INTERSPORT Score for More).
- Providing information on corporate websites and forms, where customers' personal data is required regarding:
 - Their rights related to the use of their personal data.
 - Their consent to the use of their personal data by the Group companies.

In 2018, the revision of standards, policies and procedures to fully comply with the EU Regulation 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of personal data, was completed on time. All policies and procedures are posted, in electronic format, to a site accessible to all employees. Compliance with the relevant legislation and data security is examined at Group companies Board of Directors level.



Our results

GRI 103-3, GRI 205-3, GRI 418-1, METRICS C-G3, SS-G1

- All Group employees have signed the detailed or concise version of the Code of Conduct, according to their position in the corporate hierarchy.
- While implementing the Senior Management informational procedure for addressing fraud and corruption incidents, during the period 1/1-31/12/2020, 1 case of small-scale fraud and non-material from a financial perspective, was recorded. This case was detected by the Group companies' internal safeguards and was evaluated as non-material and the necessary actions were immediately taken by the Company. Apart from this specific case, there was no further notification or complaint that the Group Management is aware of that relates to breach of business ethics and consequently, there was no additional financial damage.
- Strict application by the Group of the applicable policies and procedures regarding the protection of personal data.
- No violation of the provisions of the GDPR and Law 4264/2019 was identified by the competent authority.



Ensuring the health, safety and accessibility of customers and visitors



Our management approach

GRI 103-2



Products

The Group manages the issue of health and safety through the compliance of the products traded by its subsidiaries, in all countries of its activity, according to manufacturers' and suppliers' specifications, European and/or domestic legislation and through their compliance with all laws and regulations concerning their labeling and use (e.g. CE approval).



Home furniture and household goods (IKEA Stores)

IKEA products have special labeling and signs aiming to provide information and advice to consumers like for example in relation to product manufacturing and origin, their environmentally friendly characteristics, their dimensions, their life cycle, whether a product must be used only by adults, etc.

It is also worth mentioning that IKEA provides a multiannual product guarantee, which in some cases reaches 25 years, while a product withdrawal policy is followed and applied. If necessary and depending on the importance of the incident, the withdrawal case is publicly disclosed.

At the same time, IKEA monitors product returns and if an increased number of returns of an item is observed (due to a defect), specific procedures that have been defined worldwide by IKEA, are followed for the information of all stakeholders.



In addition, a Food Safety System according to the international standard ISO 22000 is implemented in all IKEA stores' restaurants. For IKEA stores in Greece and Cyprus, the Food Safety System certification expired in December 2019 and the certification body granted a 6-month extension. Certification procedures could not be performed due to the circumstances shaped by the pandemic. For this reason, the processes will resume upon return to normal operation. The IKEA store in Bulgaria is in the process of certification.



Sporting goods (INTERSPORT & the Athlete's Foot stores)

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



INTERSPORT and The Athlete's Foot product policy focuses on the inclusion of terms, within supplier contracts, which foresee compliance with all the rules and laws applicable to products procured by INTERSPORT and The Athlete's Foot respectively. In cases of defective products, INTERSPORT and The Athlete's Foot immediately proceed to their withdrawal and replacement, as well as to all necessary actions, in order to inform any pertinent bodies, such as the Ministry of Development and Investment, consumer associations, but also the consumer community, with a special press release.

Stores

With special emphasis on prevention, FOURLIS Group complies with current legislation and applies a Health and Safety Policy for all Group subsidiaries, in all countries of operation. The policy includes a wide range of relevant procedures, measures and initiatives regarding the safe stay of visitors, customers, partners and employees at Group's facilities. Any variations of the relevant procedures by country or region depend on the size of the facilities as well as on the existing national legislation of the country where each Group company operates.



In this context, some of the practices we apply at FOURLIS Group are the following:

- Cooperation with an external service on accident protection and prevention.
- Written occupational risk assessment based on existing methodology and legislation.
- Implementation of measures for reducing "emergency pick" incidents aiming to prevent accidents in IKEA stores.
- Operation of infirmaries equipped with medical beds and automatic external defibrillator in all IKEA stores, as well as in the TRADE LOGISTICS distribution center.
- Provision of wheelchairs at IKEA stores' entrance, as well as of accessible lavatories and parking spaces, aiming to provide safe accommodation and transportation for people with disabilities.

Employee training on health and safety issues

We regularly train employees, so as to be able to respond to emergency incidents that affect not only their own safety, but also the safety of the visitors on our premises. In particular, employee training includes the following:

- Performing scheduled annual exercise on store evacuation with the participation of customers.
- Performing scheduled biannual exercise on store evacuation, without the participation of customers.
- Performing regular fire safety exercises.
- Training of First Aid Groups.
- Training of Fire Safety and Firefighting Teams.

More information on how health and safety is managed by the Group is available in the section "Protecting employee health, safety and well-being".



Our results

GRI 103-3, GRI 416-2, METRIC SS-S1

In order to ensure compliance to the Health and Safety Policy, regular inspections are conducted by safety technicians for all Group operations. All health and safety incidents occurring within the Group's premises and stores are reported and in the context of this policy a Safety Report is compiled for each store as well as a consolidated one for all of them. The report includes information not only on the number and type of incidents, but also on the way they were addressed. Through these reports we are able to receive useful information on the effectiveness of our policies and to improve our practices, where needed.

The implementation of Health and Safety policies led to significant results in 2020. Indicatively, we mention that:

Products

- There were no cases of non-compliance with the legislation and/or voluntary Health and Safety codes for FOURLIS Group products, including products of the IKEA restaurant. Nevertheless, in 2020 IKEA proceeded with a precautionary recall of TROLIGTVIS travel mug. More information is available on the website Product Recall | IKEA Greece. Similarly, INTERSPORT voluntarily recalled the two-wheeled Firefly ST 100 stunt Scooter (Model No. 260166) in Greece and Cyprus. More information is available in the Press Release of the General Secretariat of Industry <https://ggb.gr/el/node/1693>

Stores

- No accidents occurred at the playgrounds of IKEA stores.
- There were no fatal and/or serious accidents of customers, visitors and partners at the Group stores and facilities.



Product compliance, labeling and responsible communication



In compliance with the relevant legislation of the European Union and more specifically with the Regulation for energy labeling (EU) 2017/1369, since November 2020 IKEA started, with specific preparatory actions, the transitional period of implementation of the new directives for the launch of new energy labels, through which customers will be informed about the energy consumption of electrical appliances and light bulbs. From 2021, the new energy labels will be available on products sold in both physical and online retail stores. More information is available on the project website, www.label2020.gr.



For the advertising and promotion of IKEA products, the company follows the communication code applied by IKEA worldwide and all codes of conduct, marketing and communication as well as the market rules which it is obliged to comply with, while it takes into consideration all local needs. The company's policy concerning product marketing is adapted to both local as well as to consumers' needs. For this reason, IKEA stores differ depending on their location, in order to meet the standards and culture of the respective local community.

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

At IKEA, we aim at constantly making the shopping experience as pleasant as we can, offering free playground facilities and parking, while facilitating our customers purchases by offering competitive prices and discounts throughout the year. In 2020 the "Instant Loan" program was launched. This is a new installment plan without a card (6 to 48 installments), it is provided in stores by a partner bank and ranges from €250 to €15,000.

Aiming to reward IKEA customers and to create added value, we developed IKEA Family program, which at the end of 2020 numbered 830,000 members in Greece, 116,000 in Cyprus and 210,000 in Bulgaria. IKEA Family is an important initiative which aims to improve consumer loyalty. In the context of this program, members are rewarded with points that can be redeemed in discounts on their purchases at IKEA stores. At the same time, the members are informed about the company's promotional activities and news.



INTERSPORT ATHLETICS S.A.'s marketing and communication strategy is defined by its vision, which is to be always at the heart of sports and at the pulse of sporting events and that of the Athlete's Foot's, which is to bring style to sports, redefine the rules of style and challenge its consumers to stand out. Both INTERSPORT's and the Athlete's Foot's marketing policies focus on two areas: corporate communication and product promotion. The product communication and promotion methods include various media such as TV and radio, online advertising, etc., while all codes of conduct, marketing and communication codes, as well as the market regulations that the companies are obliged to adhere to, in all countries of operation, are being followed.

Additionally, since 2000, the year when INTERSPORT ATHLETICS S.A. started operating in Greece, we constantly support consumers by offering a wide variety of quality sports equipment in a range of prices, making sporting goods more affordable, while aiming to reward INTERSPORT customers and to create added value, we developed the Score For More program which has 615,706 members in Greece, 230,190 members in Romania and 28,459 members in Cyprus. The Score for More loyalty program is an important responsible product promotion initiative, aiming to improve consumer loyalty and to develop consumer relationships with the company. In the context of this program, members are rewarded with points that they can redeem on discounts on their purchases at INTERSPORT stores. At the same time, members are informed about the company's promotions and news.

It is worth mentioning that in 2020:

GRI 417-2, GRI 417-3

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



Ensuring business continuity and emergency preparedness



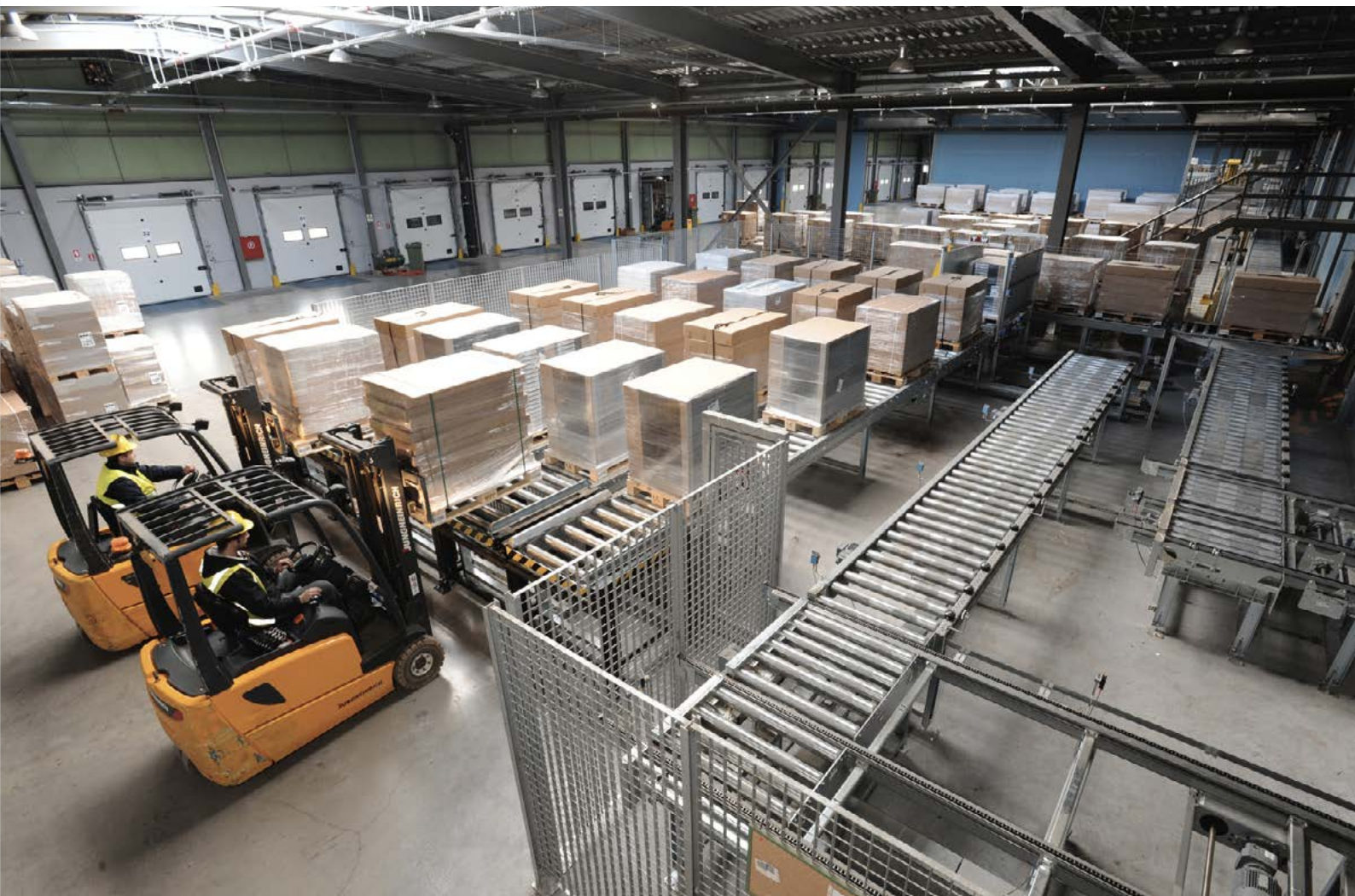
Our management approach

GRI 103-2

Ensuring business continuity and emergency preparedness are key priorities for the Group.

The Group recognizes, analyzes and evaluates the risks that may threaten the seamless operation of its activities, is in constant readiness to manage contingencies and seeks to achieve the following:

- its operational competitiveness, efficiency and continuity,
- the provision of a consistent level of customer service and product availability to meet their orders,
- the ensurement of the trust of its suppliers and partners and the uninterrupted operation of its supply chain,
- the ensurement of the health and safety of employees, customers, partners and visitors to its facilities,
- the continued support of society and citizens.





Tackling the COVID-19 pandemic

The Group has closely monitored and continues to closely monitor the developments regarding the spread of COVID-19, in order to adapt to the specific conditions arising for tackling and limiting the spread of COVID-19.

With a sense of responsibility towards its people, customers and society as a whole, the Group complied promptly and fully with the official instructions of the competent authorities for the operation of its physical stores and headquarters in the countries where it operates, harmonized with relevant legislation/guidelines/decisions and continued its commercial transactions in physical stores according to guidelines.

At the same time, the crisis management team carried out daily meetings, in order to be able to take the relevant and necessary decisions in accordance with the daily rapid developments on the pandemic front and responded immediately to the developments concerning the pandemic, taking the appropriate information, prevention and protection measures to limit the spread of the COVID-19 pandemic.



Towards this direction:

Operational and financial level

- The portfolio management service continuously identifies, assesses and hedges financial risks and provides guidance for the management of this exceptional risk, to provide protection to investors.
- The strengthening of the Group's infrastructures continues both in terms of information systems and the operation of logistics centers, so that its business and commercial operation not only continues smoothly but is also further strengthened. In this context, TRADE LOGISTICS makes new investments for the expansion of storage and e-commerce orders management buildings, as well as the automation of the provision of relevant services.
- The harmonious combination of e-commerce with the "traditional" development model is sought, making the most of digital media and new technologies to offer an omnichannel experience both offline and online, that meets growing consumer expectations and creates a complete positive customer experience.
- Investments in technology, innovation and services upgrades continue, following the rapid changes in consumer habits and retail.

Health, safety and well-being of employees

To ensure the health, safety and well-being of employees, but also the protection of consumers/visitors, in addition to the strict implementation of the Health and Safety Policy, FOURLIS Group strictly implemented the legislation in each relevant work topic. In Greece, but also in other countries (Cyprus, Bulgaria, Romania, Turkey), the Group initially made sure to continuously provide comprehensive information to its employees about the COVID-19 pandemic. The briefing included general information and instructions for the virus, such as:

- proper application of personal and public hygiene rules,
- procedure in case of symptoms or in cases of contact with a COVID-19 case,
- use of public areas and public transport,
- use and disposal of masks, gloves and the use of antiseptics, and
- maintaining distances.

In addition, the Group applied the following, either as a result of a relevant directive by the competent state authorities and/or of its own initiative:

- teleworking status for office employees, in percentage greater than required by law,
- employee temperature monitoring,
- mandatory use of mask for all employees,
- distribution of masks to all employees, prior to the regulation concerning obligatory mask wearing. Each employee received 4 winter and then 4 summer masks,
- provision of disinfectant solutions and gloves in the workplace,
- placement of special signs regarding maintaining distances and the use of elevators and the restaurant,
- encouraging continuous communication between employees and occupational physicians,
- pausing travels,
- disinfection of physical mail correspondence.



Partners and suppliers

Respectively, the Group took protection measures for its partners and suppliers. In this context and following the legislation, the Group:

- proceeded to stoppage of physical meetings in the workplace, implementing online meetings using digital platforms (Microsoft Teams, Zoom).
- strictly followed the official instructions by taking all the necessary safety measures in cases where there was a need for a physical meeting, such as during products sampling.
- followed the policies and practices that concerned employees also for partners working in the Group companies' workplaces.

Health and safety of customers

For its customers, the Group proceeded with the strict implementation of all laws applicable to retail stores and thus, reduced the number of customers and visitors, for as long as they remained open.

In stores some of the below practices were followed:

- counting and controlling the maximum number of visitors allowed depending on the store size,
- ventilation/air conditioning maintenance,
- placement of special signs in order to maintain social distance,
- placement of plexiglass protectors in the counters and in other places where contact between customers and employees occur,
- provision of disinfectants for both customers and employees,
- provision of equipment for disinfection of objects (e.g. clothes/shoes/trolleys),
- special bins for disposing masks and disposable gloves,
- placing signs to encourage the use of elevators only by people who are in need and only with the obligatory use of a face mask,
- encourage the use of debit/credit cards when paying to avoid immediate contact with used banknotes.

Social contribution actions

From the first moment the COVID-19 pandemic broke out, FOURLIS Group and its companies (IKEA, INTERSPORT, TRADE LOGISTICS) responded immediately to the increased needs of society as a whole, mainly in the field of Public Health, offering products to reference hospitals as well as in other organizations, to support vulnerable groups.

IKEA products were offered to the:

- Army Pension Fund Hospital (N.I.M.T.S),
- University General Hospital of Thessaloniki (AHEPA),
- University General Hospital of Patras,
- University Pulmonary Clinic of Alexandroupolis,
- City of Athens Homeless Shelter (KYADA).

INTERSPORT products were offered to the:

- Nurses of "Pammakaristos", a hospital for the exclusive treatment of patients with COVID-19.

For the Christmas period, the Group and its subsidiaries secured all the necessities for the festive table of 40 families of four with minor children, that were affected by the impacts of the pandemic, were left without income and were living in the poverty line, through the campaign #mazistisgiortes, organized by "Together for Children" Association. The Group employees were also invited to support this campaign by voluntarily offering any amount they wished for this purpose, through the Association's crowdfunding platform.

In Cyprus, IKEA stores offered products to the:

- Nicosia General Hospital,
- Makario Children's Hospital,
- Ammochostos General Hospital.

In Bulgaria, IKEA stores offered products to the:

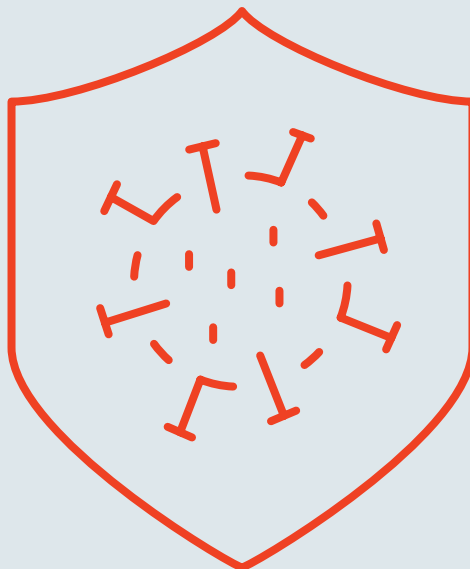
- Pernik Pulmonary Clinic,
- Children's specialized Pulmonary Hospital "Tsaritsa Yoanna" in the city of Tryavna,
- Ichtiman City Hospital,
- "St. Ivan Rilski" Hospital in the city of Dupnica,
- Neurology Department of Sofia Pediatrics Hospital.

Our results

GRI 103-3, FOURLIS INDICATOR

To address the unprecedented challenge of the COVID-19 pandemic, the Group:

- immediately complied with the official instructions of the relevant authorities for its physical stores and headquarters in the countries where it operates, harmonized its activities with current legislation and continued its commercial transactions in physical stores in accordance with the relevant instructions,
- immediately implemented the contingency plan to ensure its smooth operation but also the health and safety of employees of its customers and partners,
- always in compliance with the current legislation, but also based on the emergency response plan during the 1st and 2nd lockdown, but also in the interim periods, the Group imposed a teleworking regime for most office employees at a rate higher than the minimum required by law,
- despite the adverse conditions created by the COVID-19 pandemic, the availability of products, during the period of both lockdowns, was not affected significantly compared to the corresponding periods of 2019,
- the Internal Audit Department carried out 12 audits related with COVID-19 pandemic risks. The audits carried out covered selected facilities in all 5 countries in which the Group operates. The purpose of these audits was to ensure proper and effective control and implementation of the measures taken to deal with the COVID-19 pandemic, to protect employees and customers, according to local laws and instructions given by the Group.





For the Environment

GRI 102-11

At FOURLIS Group, the actions we implement to protect the environment are not limited to those dictated by the legislation. We systematically monitor our activities' impacts and implement a number of voluntary actions and interventions. More specifically, we aim at reducing our environmental impacts, saving and recycling natural resources, reducing greenhouse gas emissions deriving from our operation, and raising awareness among employees and the public on environmental protection and the adoption of a responsible way of life.

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

Reducing energy consumption and greenhouse gas emissions



UNGC PRINCIPLES 7, 8, 9

FOURLIS Group companies systematically monitor electricity, heating oil and natural gas consumption at their facilities and proceed with the necessary interventions, where and when necessary, in order for a more efficient management approach.

Given that the Group's facilities are highly diversified and aiming to the effectiveness of the interventions made for the reduction of energy consumption, the differences between the companies' facilities are taken into consideration and special measures and practices for improving their energy efficiency are applied.

Below we present some indicative examples of such practices

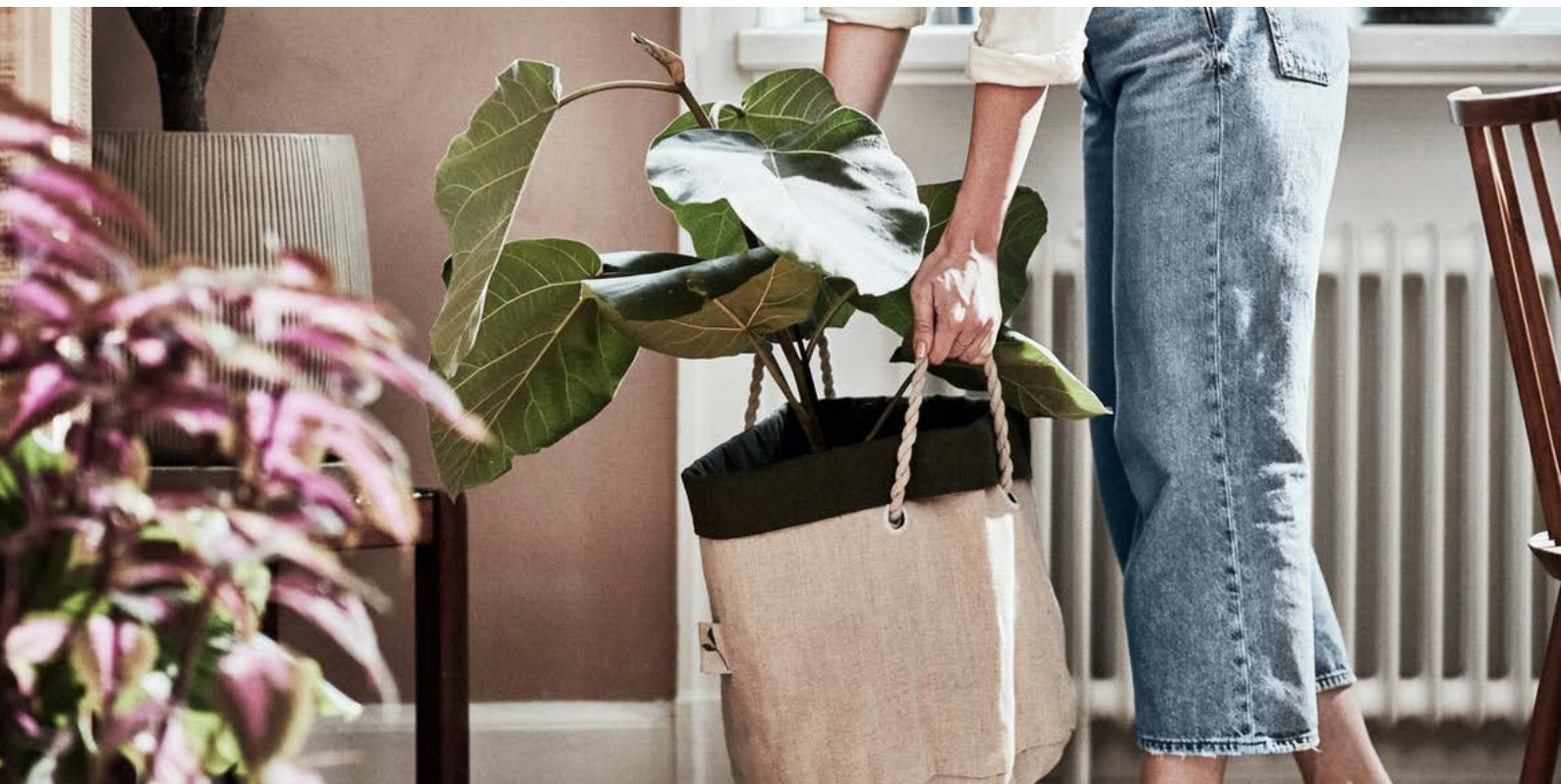
Continuous replacement of IT systems with similar of new technology and lower energy consumption.

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

FOURLIS
GROUP OF COMPANIES

Use of blade servers that consume less power compared to the conventional ones.

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



At the IKEA stores' facilities, which were designed by taking into consideration environmental criteria, specific measures are applied to improve energy efficiency, such as:

- Installation of digital heat sensors at various stores' locations, which by contacting the management system, automatically adjust the heating needs and thus, natural gas and electricity consumption.
- Better management of all facilities' openings, like, for example, via the adjustment of automatic doors opening time and distance, as well as via air curtains installation.
- Temperature adjustment for the water used at the restaurant to conserve gas.
- Gradual addition of solar energy use systems for the production of hot water for both general use and for the restaurant. In 2020, the project implementation remained at the same levels as in 2019 (80%)*.
- Gradual installation of inventor systems at boilers to conserve natural gas. In 2020, the project implementation remained at the same levels as in 2019 (60%)*.
- Gradual supply and use of peak power consumption management systems, optimizing/deferring the operation of power-operated installations and appliances. The project is at an initial stage of implementation.
- Planning for the supply and use of power upgrading devices to optimize the air-conditioning.
- Planning for the supply and use of automations for minimizing the amount of automatic expulsion of conditioned air, beyond actual usage requirements, to minimize the energy consumption for the air conditioning of the premises.

In addition, the company proceeded and is currently at an advanced stage (85% during 2019*) of restructuring the way it handles the issue of regular/preventive and repairing maintenance of its building facilities and systems, aiming at two key areas:

- The management and assurance of the proper operational quality of all buildings' systems and facilities, in order to avoid operational failures, to maximize their performance and longevity and to ensure the economy of operations and to minimize any kind of environmental impacts. In 2020, the project implementation remained at the same levels as in 2019 (80*).
- The management and assurance of the maintenance and/or the upgrade of the quality of the building envelope to ensure the maximum economy of operations and the minimization of any kind of environmental impacts.

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

At the same time, to avoid the risk of increased energy consumption due to the aging of the basic E/M buildings' installations, our company proceeded and is now in the process of progressively implementing the installation of electric power generation systems on its buildings' roofs, aiming to maximize the facilities' use that do not produce any form of burden to the environment. In this context, in 2019 the process of installing a photovoltaic electricity production system with net-metering at the IKEA Cyprus store was completed and it is scheduled to be operational during 2021.

*The implementation of these projects did not further proceed in 2020, due to the COVID-19 pandemic. In 2021, their continuation is considered.

TRADE LOGISTICS

Some of the measures taken by TRADE LOGISTICS, aiming at the reduction of energy consumption at its facilities are:

- Conversion of hardware devices in all company's power distribution boards by qualified electrician installers, so that all boards operate in accordance with the modern ELOT HD384 standard.
- Electrical autonomy of the loading and unloading areas on the warehouse ramps, in order to illuminate only the ramps that are selected for operation.
- Operation of new 80W LED street lighting fixtures and 400W LED spotlights in the surrounding area, where 60% of the lighting was powered by 250W sodium street lighting fixtures and 1000W sodium vapor field projectors respectively.
- Replacement of 250W sodium vapor bell type luminaires with High Bay LED 100W ones, in the high parts of the warehouse.
- Electrical autonomy of the warehouse spaces, in which the packing stations of the e-shop and the INTERSPORT stores operate, so that their lighting needs are optimally reduced.
- Coverage of translucent panels with a special fabric, to limit the radiation entering the building. Measurements showed that 50% of the heat entering the building comes from translucent panels that cover 8% of the roof of the building. A special fabric was placed on all translucent panels which reduces by 80% the heat that enters from them. This fabric can be removed during winter and repositioned during summer.

Photovoltaic system operation

1,432 MWh

Total annual production

Since March 2013, TRADE LOGISTICS has proceeded with the installation and operation of a photovoltaic system to produce electricity on the roof of its warehouse, with an average annual capacity of 1,400 MWh. In 2020, the total energy production reached 1,432 MWh, while the greenhouse gas (GHG) emissions that were not released to the atmosphere during the same period reached 1,296 CO₂e tons, due to the fact that the electricity from the photovoltaic park is produced by renewable energy sources.

Greenhouse gas emissions

Since 2012, TRADE LOGISTICS calculates the carbon emissions for all its activities, with the aim of identifying the most compatible solutions to reduce them. Both direct (Scope 1) and indirect (Scope 2) emissions presented in the table below, concern only TRADE LOGISTICS distribution center in Schimatari. The calculation methodology is based on the GHG Protocol.

Scope 1

Emissions include direct emissions from fuels used by TRADE LOGISTICS equipment, fleet vehicles and firefighting systems. The vehicles that belonged to TRADE LOGISTICS and are included in the emissions calculations are 10 passenger vehicles (diesel) and a forklift (diesel). The fire extinguishing systems installed in the TRADE LOGISTICS distribution center are the following:

- 67 portable CO₂ fire extinguishers (5kg)
- 25 fixed CO₂ fire extinguishers (45kg)
- 1 fixed fire extinguisher HFC-227ea (68kg)

CO₂ emissions are estimated using the emission factors provided in Table 2 of the Climate Leaders Greenhouse Gas Inventory Protocol – Direct HFC and PFC Emissions from Use of Refrigeration and Air Conditioning Equipment (May 2008). Fire extinguisher leak rates are found on page A-162 of USEPA – Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990 – 2005, April 15, 2007. The GWP is from the Fourth Assessment Report (2007) of the Intergovernmental Panel on Climate Change (IPCC).

Scope 2

Indirect emissions result from purchased electricity. The methodology of calculating emissions from purchased electricity was according to the analysis of Benjamin K. Sovacool "Valuing the greenhouse gas emissions from nuclear power: A critical survey", Energy Policy, Vol. 36, 2008, p. 2950. Based on Sovacool's estimate of greenhouse gas emissions for the production of electricity and according to the analysis of electricity production from data received from the website www.protergia.gr in January 2021 for the year 2019, we have the following results.

METRICS C-E1, C-E2



	2020	2019	2018
Direct emissions (tons CO ₂ e) – Scope 1	72	71	63
Indirect emissions (tons CO ₂ e) – Scope 2	799	863	810
Other indirect emissions (tons CO ₂ e) – Scope 3	3,107	4,159	4,076
Total emissions (tons CO₂e)	3,978	5,093	4,949



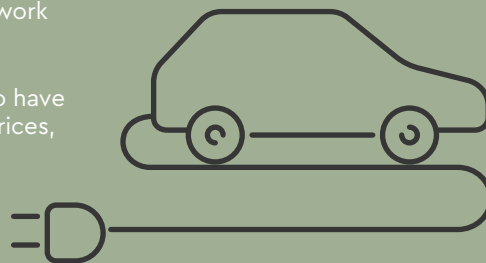
In all new INTERSPORT & The Athlete's Foot stores we install LED technology lamps, a practice that has been applied since 2014.

In this context, in 2020 INTERSPORT continued the program of replacing high consumption lamps with LED lamps in INTERSPORT and The Athlete's Foot stores. This program will continue in 2021. At the same time, energy saving technology air conditioners are installed in the stores that are being renovated.



At the IKEA Sofia store in Bulgaria 2 charging stations for electric cars were installed and operate and IKEA is now a member of the Eldrive network which provides more than 150 charging stations for electric cars.

At the same time, IKEA provides electric trucks that customers who have no car at all or who have a small car, can rent at very preferential prices, in order to transport their purchases to their destination.



Energy consumption*

FOURLIS Group Total	2020	2019	2018
Electricity (kWh)	50,451,240	52,627,918	53,439,832
Heating oil (lt)	116,463**	117,916	110,714
Natural gas (m³)	554,828	630,514	691,884

* The data presented in the above table differ compared to the published Reports (Statements) of nonfinancial information for the years 2019 and 2020 but also to the published Sustainable Development and Social Responsibility Reports for the years 2018 and 2019 as a) they now concern the entire FOURLIS Group and b) data which was not available at the date of issuance of the relevant reports, has been taken into account.

** The difference that arises in relation to the corresponding consumption for 2019, is due to the fact that for the year 2020, the consumption from the IKEA Cyprus store is included.

Proper waste and materials management

UNGC PRINCIPLES 7, 8, 9



At FOURLIS Group we implement material recycling programs aiming at the overall reduction of the waste generated and its more efficient management.

Recycling and waste management

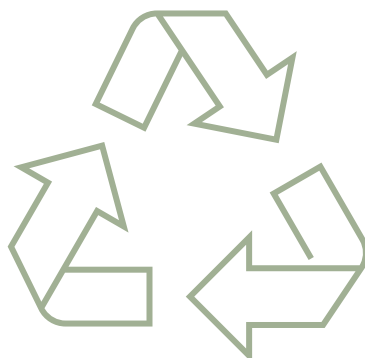
FOURLIS Group implements recycling programs in collaboration with competent bodies for sorting and appropriately managing each waste category. In addition, recycling programs are carried out in the premises of FOURLIS Group companies with the participation of employees and the use of special recycling bins that have been placed in the workplace for this purpose. At the same time, the Social Responsibility Division regularly organizes awareness campaigns, aiming to raise employees' awareness on recycling and environmental protection issues. Recycling bins for plastic, paper, glass, light bulbs, batteries and small electrical and electronic devices are also available to the public at the IKEA stores.

Moreover, the Group's companies, through their financial contribution to the Hellenic Recovery Recycling Corporation (HERRCO), have actively supported the effort to create recycling infrastructure in our country. According to HERRCO, the total amount of their monetary contributions from 1/1/2020 to 31/12/2020 can be matched and thus assumed to have financed the purchase of:

33

blue bins

from
HOUSEMARKET S.A.
(IKEA stores)



208

blue bins

from
INTERSPORT S.A.
(INTERSPORT &
The Athlete's Foot stores)

It is also worth mentioning that IKEA Airport store properly manages organic waste, which is given for composting.

Organic waste composting (kg)

2020*	2019	2018
239	12,880	15,007

* The decrease compared to 2019 is due to the fact that restaurants remained closed for a long period of time, due to the COVID-19 pandemic and following the relevant State guidelines.

Materials recycling

FOURLIS Group Total	2020	2019	2018
Paper (kg)	1,811,703	2,161,563	2,189,511
Batteries (kg)	5,279	4,533*	9,387
Cooking fat (lt)	14,445	20,237	24,709
Light bulbs (kg)	2,205	1,485	2,916
Aluminium (kg)	5	470	2,600
Glass (kg)	78	0	0
Plastic (kg)	86,419	108,963	133,614
Metal (kg)	23,285	20,750	39,274
Timber (kg)	111,070	114,898	131,403

* The data represented in the above table differ compared to the 2019 published Report (Statement) of nonfinancial information and the published Sustainable Development and Social Responsibility Report for 2018, as they concern the entire FOURLIS Group.

Using and saving paper

Aiming at the reduction of paper consumption across FOURLIS Group companies, we implemented practices such as:

- Use of fax servers.
- Use of duplex printing printers.
- Use of Human Resources software applications.
- Document scanning and electronic archiving.
- Electronic archiving and monitoring of contracts (e-docs system).
- Electronic system for submission and approval/rejection of purchasing requests.
- Implementation of Managed Print Services.
- Electronic archiving and monitoring of merchandise documents, expenses and fixed assets.

Since September 2016, HOUSEMARKET S.A (IKEA stores in Greece) has proceeded with a system implementation for the invoices and credit notes electronic archiving, with significant paper-saving benefits. Specifically, through this practice it is calculated that in 2020, a total of 211,409 A4 pages were not printed at stores, the e-shop, as well as at the IKEA Pick Up and Order Points.

A similar practice is followed by INTERSPORT ATHLETICS S.A., which since November 2017 has proceeded with the electronic archiving of payment copies at INTERSPORT and The Athlete's Foot stores in Greece, an intervention which, in 2020, resulted in the avoidance of printing 2,227,956 copies of documents.

Also, in 2018 INTERSPORT ATHLETICS S.A. replaced paper boxes with reusable plastic ones to transport its goods from its central warehouse (TRADE LOGISTICS) to its stores in Attica and Thessaloniki. Thanks to this practice, which in 2020 was also implemented for Patra's stores, it is estimated that the paper boxes that were not used in 2020 reached about 90,000 items.

Quantity of paper purchased for office use (kg)*

2020	2019	2018
22,233	34,020	29,511

* The data concern FOURLIS Group companies in Greece. The increase in the year 2019 compared to 2018 was due to paper consumption from the opening of new stores, to the increase of e-commerce functions and of services related to customer service.

Using and saving ink

Every year we aim at reducing ink consumption and printing. To achieve this goal, we implement new technology practices, such as the use of laser printers, which significantly contribute to the protection of the environment, as they require less ink to operate. Furthermore, in all Group companies' stores and in all countries of operation, all the printers that issue customer receipts are thermal.

In Greece, Cyprus and Romania all ink items used, are given for recycling. In Bulgaria and Turkey, used ink items are refilled and reused, or when this is not possible, they are given for recycling.

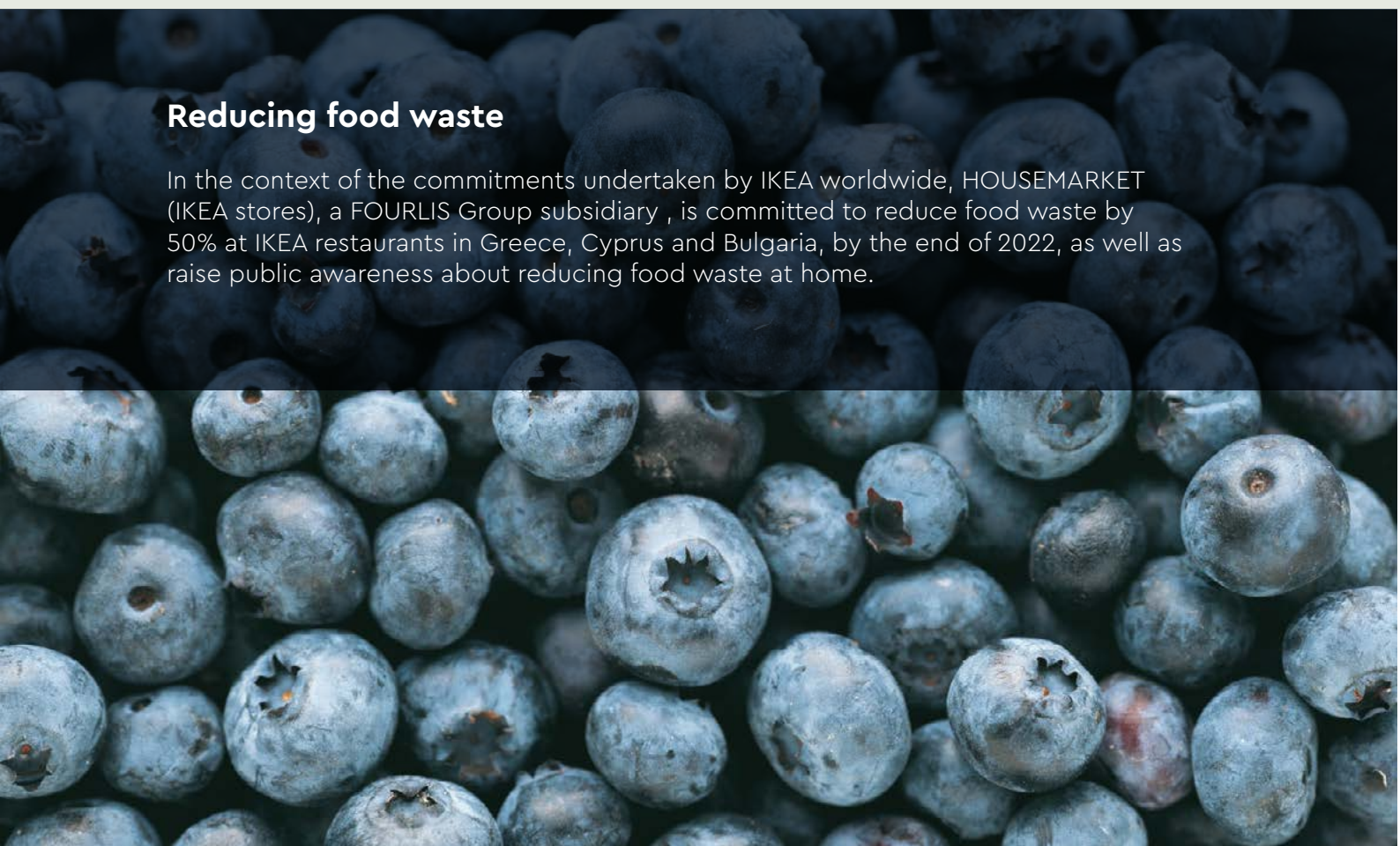
Number of used ink cartridges*

	2020	2019	2018
Greece	2,107	3,083	3,004
Cyprus	328	435	441
Bulgaria	528	610	662
Romania	898	908	911
Total	3,861	5,036	5,018

* The data concern all FOURLIS Group companies. INTERSPORT Turkey is excluded. The decrease is due to the reduced needs due to the COVID-19 pandemic.

Reducing food waste

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





Responsible water consumption

UNGC PRINCIPLES 7, 8, 9

At FOURLIS Group we know that a significant quantity of water is consumed at our facilities, due to the sanitation needs and to the large number of visitors and employees. For this reason, we monitor consumption per subsidiary and we examine the implementation of additional measures where necessary, in order to reduce water consumption at our facilities.

Water consumption (lt)*

	2020**	2019	2018
Greece	38,342,348	63,238,707**	57,967,256
Cyprus	5,203,000	7,302,000	8,425,500
Bulgaria	28,957,850	55,636,318	53,132,150
Romania	1,567,296	1,554,833	1,381,655
Total	74,070,494	127,731,858**	120,906,561

* All FOURLIS Group companies are included with the exception of FOURLIS HOLDINGS S.A. as well INTERSPORT stores in Bulgaria, INTERSPORT & The Athlete's Foot stores in Turkey and the IKEA Order and Pick Up Point in Heraklion, Crete.

** The 2019 data were adjusted to include all bills that were not available at the time of issuance of the 2019 Sustainable Development Report. Respectively, the same procedure will be followed in the next Report for the year 2020.



Offering products/services that contribute to a more sustainable lifestyle



UNGC PRINCIPLES 7, 8, 9

- IKEA stores offer sustainable products which are presented in detail on the website of the company (<https://www.ikea.gr/pio-polla-ap-osa-fadazesai/proioda-filika-pros-to-perivallon/>).
- During 2020, the gradual withdrawal of all non-rechargeable alkaline batteries from the IKEA global product line and their replacement by rechargeable batteries began. The abolition will take place gradually and will be completed by 2021.
- IKEA worldwide is committed to the use of renewable and recycled materials in all of its products, by 2030. In this direction, in 2020 the process to ban disposable plastics from IKEA restaurants (e.g. glasses, lids, straws, plates, forks, etc.) and their replacement by corresponding paper or wooden ones began.

In addition, using flat packaging achieves a reduction in pollutant emissions from transport by factory to store and from store to home, as well as a reduction of transportation costs.

In relation to the food available in IKEA restaurants and sold by the IKEA Swedish food market, we mention the following:

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



Respectively, INTERSPORT offers sustainable products such as:

- Adidas fitness and running products with Primeblue materials such as W.N.D. jackets. Primeblue is a high-performance recycled material from Parley Queen Plastic, i.e. from recycled plastic waste collected from islands, beaches and coastal communities in order to reduce ocean pollution.
- Energetics fitness and running products with Dry Plus eco technology, such as Gymsy wms tights or Braviana wms bra. The material of the moisture membrane is made of materials based on seed oil (MidoriTM). The products are recyclable and comply with OEKTEX 100 standards.
- The Mc Kinley RUMBAK UX hiking jacket whose breathable membrane material is renewable, durable and 100% PCF free (PFC free). PFC treated fabrics are environmentally friendly (without fluorocarbons). These fabrics are durable, they repel water and offer very good breathability. Like all Aquamax ECO technology products, for heat-management, it is recyclable and it complies with OEKTEX 100 standards. Its yarn is S.Cafe processed. The innovative SCafe technology uses the shell from the already used coffee bean for yarn production. The resulting fabric dries quickly, controls odor and offers a comfortable feeling.
- Mc Kinley isothermal ski underwear with Merino wool material such as Riku II ux. The merino is renewable, made from 100% natural resources with many inherent protective and functional properties including insulation, breathability, moisture management and protection from ultraviolet radiation.

The Athlete's Foot offers sustainable products such as:

- The CONTINENTAL 80 Shoe from Adidas. These shoes have a naturally based foam (algae) which helps to clean at least 10 liters of contaminated lake water. Made by Primegreen, a range of high-performance recycled materials. The top contains 70% recycled material.
- Stan Smith, Supercourt & Super Star Shoes by Adidas, with the upper part consisting of 70% recycled material. None of the materials in these products, including glue and colorants, contain ingredients of animal origin. Made by Primegreen, a series of high-performance recycled materials.



METRIC A-S5

Information regarding revenues from the sale of sustainable products is characterized as confidential by the company and for this reason it cannot be publicly disclosed.

About this Report

GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54

Reporting period

This is the 12th, consecutive, annual Sustainable Development and Social Responsibility Report issued by FOURLIS Group. It presents information on the Group's management approach and sustainable development performance and it covers the period from January 1st to December 31st, 2020. The Group's previous Report was published in June 2019 and covered the 2019 financial year. The Report is addressed to all FOURLIS Group's stakeholders and to all those who are interested in the Group's approach and management in relation to topics that pertain to its contribution to sustainable development.

Standards and content definition

This Sustainable Development and Social Responsibility Report has been prepared in accordance with the GRI standards: Core option. We believe that this choice reflects the Group's commitment to connect its broader strategy with its economic, social and environmental impacts and its contribution to the overall sustainable development within the UN Sustainable Development Goals (SDGs) framework (p. 21-26).

For the preparation of this Report, specific metrics of the Athens Stock Exchange ESG Reporting Guide (2019) were taken into account (<https://www.athexgroup.gr/web/guest/esg-reporting-guide>).

Moreover, this Report also constitutes the FOURLIS Group's "Communication on Progress" Report, in compliance with the United Nations Global Compact Ten Principles (p. 105).

Communication

For any issue regarding this Report as well as for any issues on Sustainable Development and Social Responsibility in relation to FOURLIS Group, please contact:

Mrs. **Lyda Furlis**, Social Responsibility Director, FOURLIS HOLDINGS S.A., 18-20, Sorou street, (Building a), P.O. 15125, Maroussi, Email: csr@fourlis.gr, Tel.: +30 210 6293000, Fax: +30 210 6293205.

Appendices

Communication on Progress Report – United Nations Global Compact

UNGC PRINCIPLES		SECTION
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
LABOUR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
Principle 5	Businesses should uphold the effective abolition of child labour.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP "UN Global Compact" FOR OUR PEOPLE "Protecting human rights in the workplace" FOR THE MARKET "Ensuring business ethics and regulatory compliance"
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges.	FOR THE ENVIRONMENT "Reducing energy consumption and greenhouse gas emissions" "Proper waste and materials management" "Responsible water consumption" "Offering products/services that contribute to a more sustainable lifestyle"
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	FOR THE ENVIRONMENT "Reducing energy consumption and greenhouse gas emissions" "Proper waste and materials management" "Responsible water consumption" "Offering products/services that contribute to a more sustainable lifestyle"
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	FOR THE ENVIRONMENT "Reducing energy consumption and greenhouse gas emissions" "Proper waste and materials management" "Responsible water consumption" "Offering products/services that contribute to a more sustainable lifestyle"
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	FOR THE MARKET "Ensuring business ethics and regulatory compliance"

GRI Content Index

GRI 102–55

GRI Standard	Disclosure	Report Section/Reference	Page	Reason for omission	External Assurance
General Standard Disclosures (Core Option)					
GRI 102: General Standard Disclosures 2016	102–1 Name of the organization	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–2 Activities, brands, products and services	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–3 Location of headquarters	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–4 Location of operations	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–5 Ownership and legal form	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–6 Markets served	THE GROUP AT A GLANCE: "Our business model"	12–14	-	✓
	102–7 Scale of the organization	THE GROUP AT A GLANCE: "Our business model" FOR OUR PEOPLE: "Creating and retaining employment" FOR THE MARKET: "Creating economic value/economic performance of the company"	12–14 35, 73	-	✓
	102–8 Information on employees and other workers	FOR OUR PEOPLE: "Creating and retaining employment"	34–37	-	✓
	102–9 Supply chain	THE GROUP AT A GLANCE: "Our supply chain"	15	-	✓
	102–10 Significant changes to the organization and its supply chain	There were no significant changes during 2020.	-	-	✓
	102–11 Precautionary Principle or approach	FOR THE ENVIRONMENT	92	-	✓
	102–12 External initiatives	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "UN Global Compact"	21	-	✓
	102–13 Membership of associations	THE GROUP AT A GLANCE: "Our Group's memberships"	16–17	-	✓
	102–14 Statement from senior decision-maker	CEO MESSAGE SOCIAL RESPONSIBILITY DIVISION MESSAGE	4–5 19–20	-	✓
	102–16 Values, principles, standards and norms of behavior	THE GROUP AT A GLANCE: "Our Values" "UN Global Compact" FOR THE MARKET: "Code of Conduct"	10, 21, 76	-	✓
	102–18 Governance structure	FOR THE MARKET: "Ensuring business ethics and regulatory compliance"	74–79	-	✓
	102–40 List of stakeholder groups	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our stakeholders"	22	-	✓
	102–41 Collective bargaining agreements	FOURLIS Group implements the applicable legislation for bargaining agreements for the 100% of its employees.	-	-	✓

GRI Standard	Disclosure	Report Section/Reference	Page	Reason for omission	External Assurance
General Standard Disclosures (Core Option)					
GRI 102: General Standard Disclosures 2016	102-42 Identifying and selecting stakeholders	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our stakeholders"	22	-	✓
	102-43 Approach to stakeholder engagement	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our stakeholders"	23-24	-	✓
	102-44 Key topics and concerns raised	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Materiality analysis"	25-26	-	✓
	102-45 Entities included in the consolidated financial statements	https://www.fourlis.gr/Files/IR/Financial%20Reports/Fourlis_Holdings/en/2020/Fourlis_Notes_FY20.pdf	-	-	✓
	102-46 Defining report content and topic Boundaries	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Materiality analysis" "Our material topics"	25-30	-	✓
	102-47 List of material topics	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	27-30	-	✓
	102-48 Restatements of information	Any restatements are indicated in this Report respective sections.	-	-	✓
	102-49 Changes in reporting	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Materiality analysis" "Our material topics"	25-30	-	✓
	102-50 Reporting period	ABOUT THIS REPORT	104	-	✓
	102-51 Date of most recent report	ABOUT THIS REPORT	104	-	✓
	102-52 Reporting cycle	ABOUT THIS REPORT	104	-	✓
	102-53 Contact point for questions regarding the report	ABOUT THIS REPORT	104	-	✓
	102-54 Claims of reporting in accordance with the GRI standards	ABOUT THIS REPORT	104	-	✓
	102-55 GRI content index	GRI CONTENT INDEX	106-109	-	✓
	102-56 External assurance	ASSURANCE STATEMENT	111-114	-	✓

GRI Standard	Disclosure	Report Section/Reference	Page	Reason for omission	External Assurance
Creating and retaining employment					
GRI 103: Management Approach 2016	103-1 Explanation of the material topics and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	27	-	
	103-2 The management approach and its components	FOR OUR PEOPLE: "Creating and retaining employment/ Our management approach"	35-43	-	
	103-3 Evaluation of the management approach	FOR OUR PEOPLE: "Creating and retaining employment/Our results"	42-43	-	
GRI 401: Employment 2016	401-1 New employee hires and turnover		42-43	-	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	43		-		
Protecting human rights in the workplace					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	28	-	
	103-2 The management approach and its components	FOR OUR PEOPLE: "Protecting human rights in the workplace/Our management approach"	44	-	
	103-3 Evaluation of the management approach	FOR OUR PEOPLE: "Protecting human rights in the workplace/Our results"	45	-	
GRI 406-1: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		45	-	
FOURLIS Indicator	Percentage of women in managerial or not positions in the Group		45		
Protecting employee health, safety and well-being					
GRI 103: Management Approach 2016	103-1 Explanation of the material topics and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	28	-	
	103-2 The management approach and its components	FOR OUR PEOPLE: "Protecting employee health, safety and well-being/ Our management approach"	50-55	-	
	103-3 Evaluation of the management approach	FOR OUR PEOPLE: "Protecting employee health, safety and well-being/Our results"	56	-	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	FOR OUR PEOPLE: "Protecting employee health, safety and well-being/ Our management approach"	50	-	
	403-2 Hazard identification, risk assessment and incident investigation		50-51	-	
	403-3 Occupational health services		52	-	
	403-4 Worker participation, consultation, and communication on occupational health and safety		52	-	
	403-5 Worker training on occupational health and safety		52	-	
	403-6 Promotion of worker health		53-54	-	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		55	-	
	403-8 Workers covered by an occupational health and safety management system	FOR OUR PEOPLE: "Protecting employee health, safety and well-being/Our results"	56	-	

GRI Standard	Disclosure	Report Section/Reference	Page	Reason for omission	External Assurance
Creating economic value/economic performance of the company					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	29	-	✓
	103-2 The management approach and its components	FOR THE MARKET: "Creating economic value/economic performance of the company/ Our management approach"	71-72	-	✓
	103-3 Evaluation of the management approach		73	-	✓
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	FOR THE MARKET: "Creating economic value/economic performance of the company/Our results"	73	-	✓
Ensuring business ethics and regulatory compliance					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	29	-	✓
	103-2 The management approach and its components	FOR THE MARKET: "Ensuring business ethics and regulatory compliance/ Our management approach"	74-79	-	✓
	103-3 Evaluation of the management approach		79	-	✓
GRI 205: Anti-Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	FOR THE MARKET: "Ensuring business ethics and regulatory compliance/Our results"	79	-	✓
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		79	-	
Ensuring the health, safety and accessibility of customers and visitors					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	30	-	✓
	103-2 The management approach and its components	FOR THE MARKET: "Ensuring the health, safety and accessibility of customers and visitors/Our management approach"	80-84	-	✓
	103-3 Evaluation of the management approach		84	-	✓
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	FOR THE MARKET: "Ensuring the health, safety and accessibility of customers and visitors/Our results"	84	-	✓
Ensuring business continuity and emergency preparedness					
GRI 103: Management Approach 2016	103-1 Explanation of the material topics and its Boundary	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY AT OUR GROUP: "Our material topics"	30	-	
	103-2 The management approach and its components	FOR THE MARKET: "Ensuring business continuity and emergency preparedness/ Our management approach"	87-90	-	
	103-3 Evaluation of the management approach		91	-	
FOURLIS INDICATOR	Controls related to the COVID-19 pandemic risks	FOR THE MARKET: "Ensuring business continuity and emergency preparedness/ Our results"	91	-	

ESG Guide Content Index

According to the Athens Stock Exchange ESG Reporting Guide

(<https://www.athexgroup.gr/web/guest/esg-reporting-guide>)

ESG Classification	ID	Metric Title	Report Section/Reference	Page	External Assurance
Core metrics					
Environment	C-E1	Scope 1 emissions	FOR THE ENVIRONMENT: "Reducing energy consumption and greenhouse gas emissions"	96	
	C-E2	Scope 2 emissions	FOR THE ENVIRONMENT: "Reducing energy consumption and greenhouse gas emissions"	96	
Society	C-S1	Female employees	FOR OUR PEOPLE: "Protecting human rights in the workplace"/ "Our results"	45	
	C-S2	Female employees in management positions	FOR OUR PEOPLE: "Protecting human rights in the workplace"/ "Our results"	45	
	C-S3	Turnover rates	FOR OUR PEOPLE: "Creating and retaining employment" / "Our results"	43	
	C-S5	Human rights policy	FOR OUR PEOPLE: "Protecting human rights in the workplace"	44-45	
Corporate Governance	C-G1	Sustainability oversight	FOR THE MARKET: "Sustainable Development Supervision"	78	
	C-G2	Business ethics policy	FOR THE MARKET: "Ensuring business ethics and regulatory compliance/ Corporate Governance Code/Code of Conduct"	75-76	✓
	C-G3	Data security policy	FOR THE MARKET: "Personal Data protection"	78-79	
Advanced metrics					
Society	A-S1	Stakeholder engagement	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY IN OUR GROUP: "Our stakeholders", "Materiality analysis", "Our material topics" GRI CONTENT INDEX: "Collective bargaining agreement"	22-24, 27-30, 106	
	A-S5	Sustainable product revenue	Information relating to the revenue from the sale of sustainable products is characterized as confidential by the company and for this reason it cannot be made public. Nevertheless, the company publishes an indicative list of products due to the large number of sustainable products that it supplies.	102-103	
Corporate Governance	A-G2	Materiality	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY IN OUR GROUP: "Materiality analysis/Our material topics"	25-30	
	A-G3	ESG targets	SUSTAINABLE DEVELOPMENT AND CORPORATE RESPONSIBILITY IN OUR GROUP: "Strategic Sustainable Development/ESG Goals"	31	
	A-G4	Variable pay	FOR THE MARKET: "Ensuring business ethics and regulatory compliance/ Nomination and Remuneration Committee"	78	
Sector-specific metrics					
Society	SS-S1	Product recalls	FOR THE MARKET: "Ensuring the health, safety and accessibility of customers and visitors"/"Our results"	84	✓
Corporate Governance	SS-G1	Business ethics violations	FOR THE MARKET: "Ensuring the health, safety and accessibility of customers and visitors"/"Our results"	79	✓

Independent Assurance Statement

GRI 102-56

Independent Assurance Statement

THIS REPORT IS A FREE TRANSLATION FROM THE GREEK ORIGINAL

TO THE MANAGEMENT OF FOURLIS HOLDINGS S.A.

The "2020 Sustainable Development and Social Responsibility Report" ("the Report") of FOURLIS HOLDINGS S.A ("the Company") has been prepared by the Company's Management, which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a "limited level" assurance engagement of specific scope.

Our responsibility in performing our assurance engagement is solely to the Company's Management and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose, to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk and responsibility.

WORK SCOPE AND CRITERIA

The assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" (ISAE3000 revised), in order to provide:

1. Limited level assurance on the accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Disclosures that are required as a minimum prerequisite for the "In accordance – Core" option, according to the GRI 102 Standard.
2. Limited level assurance on the accuracy and completeness of quantitative data and plausibility of statements that correspond to three (3) material topics and specifically a) Ensuring business ethics and regulatory compliance, b) Creating economic value/economic performance of the company, c) Ensuring the health, safety and accessibility of customers and visitors, as those resulted from the Company's materiality analysis, against the requirements of the respective GRI Standards for these Topic Specific Disclosures. Those disclosures, based on GRI Standards, are 205-3, 201-1 and 416-2. The disclosures according to the ESG Reporting Guide of the Athens Stock Exchange are C-G2, SS-G1, SS-S1.
3. Limited level assurance on the accuracy and completeness of quantitative data and the plausibility of qualitative information that correspond to these material topics, against the requirements of GRI 103 Standard "Management Approach".
4. Limited level assurance on the Report's "In accordance – Core" adherence against the GRI Standards' requirements.
5. Limited level assurance on the Report's adherence against the requirements of the disclosures under the scope of our work to the ESG Reporting Guide of the Athens Stock Exchange.

The GRI General and Specific Disclosures under the scope of our engagement are indicated in the Report's GRI Content Index, found on pages 106–109. The disclosures of the ESG Reporting Guide of the Athens Stock Exchange within the scope of our work are indicated in the ESG Reporting Guide Content Index, found on page 110.

WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions in relation to the scope and criteria mentioned above, we performed (but were not limited to) the steps outlined below:

- Reviewed information in order to substantiate quantitative data and statements regarding the Company's sustainable development performance -within our scope of work- as these are presented in the Report.
- Interviewed executives responsible for managing, collecting and processing data related to -within our scope of work- the GRI General and Specific Disclosures (marked in the column External Assurance of the GRI table), and to the disclosures of the ESG Reporting Guide of the Athens Stock Exchange (marked in the column External Assurance of the ESG Reporting Guide Content Index) for purposes of both internal information and for reference purposes to third parties.
- Reviewed relevant documentation, systems and report procedures, including, among others, data collation tools, standards and work instructions.
- Reviewed the Report for the appropriate transposition and presentation of the – under the scope of our assurance engagement- sustainability data linked to the GRI General and Specific Disclosures and to the disclosures of the ESG Reporting Guide of the Athens Stock Exchange (marked in the column External Assurance of the GRI table and the ESG Reporting Guide Content Index), including limitations and assumptions relating to how these data are presented within the Report.

LEVEL OF ASSURANCE

Our procedures for collecting evidence were designed, in order to obtain a "limited level" of assurance, as set out in ISAE 3000 (revised) on which we formed our conclusions. The extent of the procedures for collecting evidence for obtaining a "limited level" of assurance is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is obtained compared to a reasonable assurance engagement.

LIMITATIONS OF OUR REVIEW

- Our review was limited to the Greek version of the Report for the year 2020. In the event of any inconsistency in translation between the Greek and other (if any) versions, as far as our conclusions are concerned, the Greek version of the Report prevails.
- Our work did not cover activities performed by third parties or the performance of any third parties, nor our involvement in stakeholder engagement activities. In addition, it did not include any review of the accuracy of survey results assigned to third parties, nor Information Technology systems used by third parties, but was instead limited to the proper transposition of the final results -within the scope of our engagement- to the Report.
- Our review did not include financial data and the corresponding narrative text in the Report, nor the Information Technology systems used or upon which the collection and aggregation of data was based by the Company.
- We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.



CONCLUSIONS

Based on our work and according to the terms of reference and the limitations of our review, we report the following conclusions. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the "What we did to form our conclusions" section above.

Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the quantitative data related to the GRI Standards and Disclosures and the Disclosures of the ESG Reporting Guide of the Athens Stock Exchange within the scope of our engagement, or in the transposition of these data to the Report, that would materially affect the way they are presented.

We have reviewed information and explanations on selected Management statements related to the GRI Standards and Disclosures and the Disclosures of the ESG Reporting Guide of the Athens Stock Exchange -within the scope of our engagement- as these are presented in the Report, for which no misstatements came to our attention.

Based on our work, nothing has come to our attention that causes us to believe that the Report does not meet the requirements of the "In accordance – Core" option and the Disclosures of the ESG Reporting Guide of the Athens Stock Exchange, as presented in the GRI Content Index and the ESG Reporting Guide Content Index, found on pages 106–109 and 110 respectively.

INDEPENDENCE

We have implemented a set of audit quality control policies and practices which meet the requirements of the International Standards on Quality Control issued by the International Auditing and Assurance Standards Board (IAASB), including International Quality Control Standard No. 1 (ISQC No.1). We conducted our engagement in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants ("the Code"), which requires, among other requirements that the members of the engagement team, as well as the assurance Firm, are independent of the client, including not being involved in writing the Report. EY has systems and processes in place to monitor compliance with the existing independence rules as they are defined by the Code. EY and all professional personnel involved in this engagement have met these independence requirements.

OUR ASSURANCE TEAM

The professionals who participated in the engagement are members of and are supported by the EY Climate Change and Sustainability Services global network, which undertakes similar engagements in Greece and at a global level.

Athens, 11 June 2021

For and on behalf of
ERNST & YOUNG (HELLAS)
Certified Auditors Accountants S.A.

Evangelos Analitis



