



SARACAKIS
GROUP OF
COMPANIES

Saracakis Group Of Companies
Sustainability Report

2025



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Message from the Management

Economic Growth and Strategic Resilience

In 2025, the Saracakis Group of Companies continued its trajectory of strong growth and strategic progress, reaffirming its strong market presence and long-standing ability to adapt to an ever-evolving business environment. With revenue reaching approximately €305 million, operations across four countries, and a workforce of 870 employees, the Group further reinforced its position as one of the most reliable and well-established business organizations in Greece and the wider region.

Strategic Growth and Business Development

During the year, the Group continued to enhance its business model through new partnerships, portfolio expansion, and the enhancement of the solutions it provides. Its strategic focus on sustainable mobility, integrated services, and enhancing customer experience contributed significantly to value creation, while further reinforcing the Group's position as a trusted partner in the market.

Environment and Sustainable Mobility

Sustainability remains at the core of the Group's strategy, with significant progress achieved in 2025 in the areas of energy transition and the reduction of its environmental footprint. The Group secured 100% renewable electricity for its headquarters while further advancing its electromobility strategy, with 82% of showroom vehicles classified as low- or zero-emission vehicles. In addition, the monitoring and management of greenhouse gas emissions continued across the full scope of the Group's activities.

Resource Management and Responsible Operations

The Group continued to integrate circular economy practices and responsible resource management initiatives into its operations, contributing to waste reduction and optimizing the use of materials, with 164.85 tons of hazardous waste and 440 tons of non-hazardous waste diverted from final disposal. At the same time, the Group continued to enhance its corporate governance framework through fully digitalized procurement processes, the systematic implementation of control mechanisms, and increased collaboration with local suppliers, which accounted for 99.2% of operating expenses, while maintaining zero corruption incidents.

Our People

The Group's people are the key pillar of its growth, with emphasis placed on skills development, the creation of a safe and inclusive work environment, and continuous professional growth. During 2025, the Group continued to invest significantly in employee training, while recording zero incidents of discrimination and human rights violations, reaffirming its commitment to respecting and empowering its people. The Group's Great Place to Work® certification and related distinctions further reinforce the image of a modern and competitive workplace.

Consumers and End-Users

The Group continues to place consumers and end-users at the center of its strategy, investing in the quality, safety, and reliability of its products and services. In 2025, the Group ensured that 100% of vehicles and machinery were inspected prior to delivery through documented procedures, while further enhancing safety features and support services throughout the lifecycle. At the same time, the Group implemented awareness and training initiatives related to road safety and responsible mobility practices, strengthening customer trust and contributing to the development of safer and more sustainable mobility solutions.

Corporate Governance

The Group continued to enhance its corporate governance framework by fully digitalizing procurement processes, with all (100%) relevant procedures conducted electronically, while maintaining zero corruption incidents. Strengthening transparency and accountability mechanisms remains a key priority, contributing to the preservation of stakeholder trust.

Outlook and Future Direction

In an environment characterized by increasing challenges as well as significant opportunities, the Saracakis Group of Companies continues to invest strategically in innovation, sustainable development, and resilience. Guided by its longstanding experience, strong values, and commitment to responsible business conduct, the Group remains dedicated to creating meaningful value for the economy, society, and the environment, actively contributing to a more sustainable future.

Alexander D. Saracakis

Managing Director
Saracakis Group of Companies



General Disclosures

About this Report

General Basis for Preparation of the Sustainability Report

- BP-1

This Sustainability Report has been prepared on an individual basis and presents, in a consolidated manner, the activities of the Saracakis Group of Companies, as specifically defined for the purposes of this voluntary disclosure. To establish a comprehensive and unified reporting framework, the Report includes all companies belonging to the two business groups within the structure (Saracakis Group of Companies and Laosle Group), providing an overall view of their environmental, social, and economic footprint.

The Report covers all activities in Greece, Romania, Bulgaria, and Cyprus for the period from 1 January 2025 to 31 December 2025, following a common reporting scope for all companies included.

The Report covers the entire value chain of the Saracakis Group of Companies, including information on impacts, risks, and opportunities (IROs) identified as material in the context of the **Double Materiality Assessment (DMA)**, encompassing both the Group's own operations and its upstream and downstream value chain.

This Sustainability Report has been prepared for the first time taking into consideration the **European Sustainability Reporting Standards (ESRS)**. The Group has elected to voluntarily apply the simplified version of the updated ESRS, as published in draft form by EFRAG in December 2025. At the same time, it takes into account its contribution to the 17 United Nations Sustainable Development Goals (SDGs).

During the preparation of the Report, the Group recalculated the 2024 data for all tables affected by the correction in the number of employees of ENSER S.A., in order to ensure that the data presented accurately and consistently reflect information across reporting periods.

Communication

The Saracakis Group of Companies values each reader's opinion regarding the content of the Report as an important part of fostering meaningful dialogue. Please send any comments or questions regarding the Report using the contact details below:

Maria Xytaki
Group Corporate Affairs, Communications and ESG Senior Manager
 Corporate Affairs, Communications and Sustainability Department

📍 71 Athinon Avenue, GR-104 47, Athens

☎ +30 210 3483300

✉ maria.xytaki@saracakis.gr



2025: The Saracakis Group of Companies in Numbers



104

Years of History



305

Million Euro Revenue



23

International Brands Under Management



9

Companies



More than

30

Awards¹



870

Employees²



More than

350

Points of Sale



4

Operations in Countries

¹Includes all awards received by the Saracakis Group of Companies in recent years.

²Includes the total workforce of the Saracakis Group of Companies.



The Group's Performance in 2025

Climate Change

Scope 1 GHG Emissions

4,163.15

t CO₂e

Scope 2 GHG Emissions (Market-based)

244.60

t CO₂e

Scope 1 GHG Emissions intensity

13.87

kg CO₂e/thousand euros

Scope 2 GHG Emissions Intensity (Location-based)

1.45

kg CO₂e/thousand euros

Scope 2 GHG Emissions Intensity (Market-based)

0.81

kg CO₂e/thousand euros

Scope 3 GHG Emissions Intensity

1,929

kg CO₂e/thousand euros

Scope 2 GHG Emissions (Location-based)

436.17

t CO₂e

Scope 3 GHG Emissions

578,962

t CO₂e

Guarantees of Origin Secured

for **100%** of Electricity Procured from Renewable Energy Sources at the Group's Headquarters

Energy Intensity

0.06

MWh/thousand euros

82%

of our Displayed Cars were Plug-in Hybrid, Self-charging Hybrid, or Battery-electric Vehicles



The Group's Performance in 2025

Resource Use and Circular Economy³

164.85 t of Hazardous Waste Diverted from Disposal

433.99 t of Non-hazardous Waste Diverted from Disposal

Own Workforce

64.13% of Employees Received Regular Performance and Career Development Reviews

0 Incidents of Discrimination
Incidents of Discrimination, Including Harassment
Incidents of Human Rights Violations (Excluding Discrimination)

6,720 Training Hours Delivered to
870 Employees

Consumers and End-users

100% GDPR Compliance for All Consumers and End-users

100%

of the Vehicles and Machinery Distributed by the Group Undergo Pre-Delivery Inspection (PDI) Prior to Delivery, with Documented Inspection and Sign-off by a Certified Technical Inspector

0 Incidents of Human Rights Violations Affecting Consumers and End-users

270

Hours of Specialized Hands-on Training Delivered Through Greece's First Comprehensive Training Program for Commercial Vehicles, Construction Machinery, and Marine Engines, Implemented in Collaboration with AKMI Higher Education Institute

Business Conduct

100% of Procurement Processed Through the Therefore Electronic Platform

99.2%

of Operating Expenses Directed Toward Local Suppliers, Supporting the Domestic Economy and Supply Chain Resilience

0 Incidents of Corruption Related to Violations of Ethics Policies or Anti-competitive Behavior

0 Pending Legal Proceedings Related to Delayed Payments

³The final quantity of hazardous and non-hazardous waste does not include data from ENSER S.A.

Saracakis Group of Companies

- SBM-1

The Saracakis Group of Companies is one of Greece’s most established business organizations, with a history spanning more than a century. As the exclusive representative of numerous internationally recognized brands, the Group maintains a strong presence in Greece, Romania, Bulgaria, and Cyprus through its network of companies.

The Group consists of the following companies:

- J. D. Saracakis Commercial and Holding Société Anonyme
- Saracakis Brothers S.A
- Apollon Insurance Agents S.A
- Apollon Insurance Brokers S.A.
- Synesis Systems A.E.
- Vemichrom S.A
- Sigma CVM Romania S.R.L.
- Sigma Bulgaria SJSC
- ENSER S.A.

With annual revenue of 305 million euro and a workforce of 870 employees in 2025, the Saracakis Group of Companies represents 23 international brands covering passenger and commercial vehicles, motorcycles, marine engines, and construction machinery. Its diversified portfolio also extends to vehicle rental and leasing services, insurance services, as well as waste collection and management services.

The Group continues to be led by the third generation of the founding family, maintaining its longstanding commitment to sustainable development and the people-centered approach that defines its identity. Delivering personalized experiences and innovative solutions, while maintaining the highest standards of service throughout the product lifecycle, remains a key priority for the Group.

Its success is built on the expertise and dedication of its people, who consistently exceed customer expectations. With deep market knowledge and adherence to rigorous international standards, the Group serves individuals (consumers and end-users), corporate clients, and public-sector customers through both its own retail network and supervised independent dealer networks.

Building on its longstanding heritage and forward-looking vision, the Saracakis Group of Companies continues to evolve while remaining true to the core values of integrity, reliability, and operational excellence that have defined it for more than 104 years.

As part of its operations, the Group fully complies with the applicable regulatory framework of the Greek market, and none of its services are subject to restrictions or prohibitions. Furthermore, during the reporting period, no changes occurred to the scope of services provided.



The Vision, Purpose, and Values of the Saracakis Group of Companies

Our Vision

The Group's vision is brought to life through its commitment to improving the everyday lives of its customers. It provides innovative products and pioneering services that create added value for the communities in which it operates. Its agility enables it to adapt its resources and priorities dynamically, leveraging new opportunities to create value. At the same time, it remains firmly committed to delivering solutions and personalized experiences while operating responsibly and sustainably.

Our Purpose

The Group's purpose is to foster and drive growth through sustainable, impactful, and people-centered solutions for all.

Our Values

Trustworthiness – Integrity

Guided by respect for the history of the Saracakis Group of Companies, the Group conducts its business with integrity. The Group makes only those commitments that it can keep; and it delivers on them.

Open Communication – Honesty – Authenticity

The Group communicates in an authentic, open, honest, and transparent way. Its business objectives and financial results are communicated to all Group employees.

Healthy Growth – Excellence – Togetherness – Teamwork

The Group strives for sustainable growth and high performance by investing in continuous development, innovation, and improvement. Collective effort, unity, and a results-oriented mentality drive the organization's continued success.

Our People First

People are at the heart of the Group's operations. The Group fosters a culture of continuous learning and development, with an emphasis on fair treatment, training, recognition of achievement, and opportunities for personal and professional growth.

Customer Centricity

The Group is committed to continuously meeting customer expectations by listening to and understanding their needs. It delivers pioneering solutions, high-quality service, and an exceptional overall experience that inspires confidence and trust.

Collaboration and Partnership

The Group is committed to the communities in which it operates and invests in long-term, mutually beneficial partnerships. It represents its brands with professionalism and enthusiasm while respecting the values that define them.

Pledge to Do Good

The Group is committed to operating in a manner that benefits the communities in which it operates, adopting appropriate corporate governance practices that contribute to environmental protection and the continuous improvement of its social impact.

Our History

- 1922** Ioannis D. Saracakis establishes a company in Thessaloniki, which would go on to become one of Greece's largest commercial and industrial Groups.
- 1922 - 1949** Numerous world-renowned companies including Renault, Fiat, Dunlop, Hudson, and General Motors, are represented and supported in Northern Greece through Saracakis' business activity. In 1933, a partnership begins with DuPont de Nemours for the exclusive distribution in Greece of automotive paints, color formulations, and related solutions.
- 1941** The company's headquarters are relocated to Athens.
- 1950** Volvo assigns Saracakis the exclusive import and distribution of its passenger cars, trucks, coaches, and later, its marine engines, industrial engines, and construction equipment in Greece.
- 1956** Launch of Apollon, the Group's insurance broking activity.
- 1959** Ioannis D. Saracakis meets Honda Motor during the company's first motorcycle racing appearance in Europe, at the Isle of Man T.T. Race. He subsequently decides to become the first importer and distributor of Japanese motorcycles in Greece.
- 1962** The Saracakis Group begins its manufacturing activity.
- 1963** The Saracakis Group of Companies formalizes its partnership with Honda by signing an exclusive distribution agreement for the import of Honda motorcycles into Greece. In the same year, Mitsubishi assigns the Saracakis Group of Companies the import and distribution of Mitsubishi passenger and commercial vehicles in Greece.
- 1965** The first complete Volvo buses with rear engines are manufactured by the Group's Industrial Division under the name SBAV, well before similar chassis became available in Volvo's bus range. The SBAV bus chassis was developed from the Volvo F85 truck chassis. A total of 1,200 such buses were produced, with 50 exported to Alexandria, Egypt. In the same year, the Saracakis Group of Companies formalizes a commercial agreement with Komatsu for the import and distribution of construction machinery and forklift trucks.
- 1968** The partnership with Honda Motor is expanded to include the import and distribution of Honda passenger cars and later of Honda marine engines and power products (generators, engines, etc.) in Greece.
- 1977** The first articulated bus is produced (initially with a Saracakis chassis, later with a Volvo B10M chassis and Schenk semi-trailer), 18 meters long and nicknamed "Dinosaur." The "Dinosaur" begins service in Thessaloniki, while its simpler version, based on a Volvo B10M chassis, is used for transport needs in the Piraeus area.
- 1987** The Saracakis Group of Companies formalizes its cooperation with Irizar in the bus sector.
- 1999** The Group's Industrial Division completes the construction of 120 articulated buses for the Athens Urban Transport Organization (ETHEL), based on the Volvo B7LA chassis. This bus model, named "Athena," becomes the world's first three-axle articulated ultra-low, completely flat floor, with no steps at any of its entry or exit doors.
- 2000** The Group's Industrial Division pioneers the production of the first stainless-steel bus body in Greece, built on a Volvo chassis (40 buses delivered to Thessaloniki).



Our History

- 2001** His Majesty the King of Sweden awards Mr. Dimitrios J. Saracakis the Badge of the Royal Order of the Polar Star.
- 2002** The Saracakis Group of Companies becomes the Official Importer and distributor of Renault Trucks in Greece.
- 2005** The Group expands its operations into neighboring Bulgaria with the establishment of an independent company in the country. In the same year, it begins a partnership with the Chinese company Anhui Heli for the import and distribution of its forklift truck range in the Greek market. The year also marks the launch of proprietary car retail units in various locations across Greece.
- 2007** A new agreement is signed with Volvo Construction Equipment, expanding their commercial relationship and assigning the Group the import and distribution of VCE products in Bulgaria.
- 2008** The Saracakis Group of Companies signs an exclusive agreement with BAE Systems for the representation of the Family of Medium Tactical Vehicles (FMTV) in the Greek market.
- 2009** The Group extends its operations to Cyprus, becoming the Official Importer and Distributor of Volvo Truck Corporation and Volvo Bus Corporation products in the Cypriot market.
- 2011** The Saracakis Group of Companies becomes the Official Importer and Distributor in Greece of the forklift truck range manufactured by the Italian company OMG, as well as of power generators produced by the French company SDMO.
- 2013** The Group expands its activities into the vehicle tire market, becoming the Official Importer and Distributor of Infinity, Titan, Apollo, and Sigma Motion products (including tires, batteries, and lubricants).
- 2018** The Saracakis Group of Companies enters the agricultural sector, becoming the Official Importer and Distributor of Massey Ferguson agricultural machinery in Greece.
- 2020** The Group expands into the financing and leasing of commercial vehicles, passenger cars, and motorcycles through a strategic partnership with Kinsen Hellas S.A.
- 2021** The Group establishes SIGMA CVM Romania S.R.L. in Bucharest, expanding its presence in neighboring Romania. The company operates out of new, modern, and fully equipped facilities. Its core activity is the distribution of agricultural equipment, serving as the exclusive representative of Massey Ferguson in Southeastern Romania, and also representing brands such as Mazzotti, Sumo, Siloking, Ziegler, Olimac, TopCon, and Junkkari.
- 2022** The Saracakis Group of Companies becomes the exclusive importer and distributor of Segway Powersports and Horwin Motorcycles in Greece.
- 2023** The Group assumes the exclusive import and distribution of Peugeot Motorcycles in the Greek market.
- 2024** The Saracakis Group of Companies integrates ENSER S.A., expanding its operations into the high-potential sector of environmental services.
- 2025** The Saracakis Group of Companies becomes the exclusive nationwide distributor and technical support provider for Maxus vehicles and the exclusive importer and distributor of Manitou agricultural equipment in Greece. In the same year, APOLLON Insurance Brokers S.A., a member of the Group, entered into a strategic partnership with Farantouris Insurance Agents, further enhancing the insurance solutions available to the Group's customer base and expanding its portfolio of integrated insurance solutions.



Participations, Awards and Recognitions

The Saracakis Group of Companies actively participates in industry organizations and bodies to advocate its positions and promote the principles of sustainable development.

Participations



American-Hellenic Chamber of Commerce



Greek People Management Association (GPMA)



Hellenic-Swedish Chamber of Commerce



Hellenic Association of Motorcycle Importers



Machinery Importers Representatives Association



Federation of Attica and Piraeus Industries



British-Hellenic Chamber of Commerce



Athens Chamber of Commerce and Industry



Hellenic Association of Motor Vehicle Importers' Representatives



Alternative Vehicle Management of Greece



Association of S.A. & Entrepreneurship



Hellenic Federation of Enterprises



Association of Automotive Chassis and Body Manufacturers



Association of Automotive Chassis and Body Manufacturers



Institute of Energy of South East Europe



Hellenic Insurance Brokers Association



Union of Insurance Agents Coordinators of Greece



The Premier Association of Financial Professionals



UN Global Compact Network Greece



Panhellenic Association of Environmental Protection Enterprises



Hellenic Solid Waste Management Association

With a track record of more than 30 international distinctions, the Saracakis Group of Companies continued to build on its reputation for excellence across multiple areas of its operations in 2025.

Awards and Recognitions



In 2025, the Saracakis Group of Companies was recognized as a [Great Place to Work® Certified™](#) organization for the **first time**, a distinction that reflects employees' trust and the high-quality workplace experience offered by the Group. This certification recognizes the Group's commitment to fostering a modern, safe, and collaborative work environment where people are encouraged to grow and actively contribute to the organization's development.



During the same year, the Saracakis Group of Companies further enhanced its people-centered profile by receiving two [Gold awards at the HR Awards 2025](#) organized by Bousias. These distinctions recognized both the development of an advanced in-house performance management system and the innovative "Next-Gen of Commercial Vehicles & Machinery Engineers" program, which plays a significant role in developing new technical expertise in the sector.



In addition, the Saracakis Group of Companies received the [Silver Award](#) in the **CR Index 2024–2025** from the Corporate Responsibility Institute, recognizing for the first time the Group's strong performance against ESG criteria. This distinction, awarded through one of the most demanding corporate responsibility assessment frameworks, confirms the integration of sustainability into the Group's strategic planning and its commitment to responsible business practices aligned with international standards.

Finally, Apollon Insurance Brokers, a member of the Saracakis Group of Companies, was recognized at the **31st Filippos Morakis Insurance Awards 2025**, receiving [two awards](#) in recognition of its commitment to quality and customer-centricity. The company secured **first place in the Customer Centricity** category and **third place in the High Quality category**, reaffirming its strategy of delivering high-quality insurance services and its continued commitment to excellence.

Taken together, these distinctions reflect the Saracakis Group of Companies' ongoing commitment to innovation, quality, sustainability, and the continuous development of its people.

The Saracakis Group of Companies holds the following certifications, valid through 2025:



ISO 14001:2015
Environmental Management System
(Certification Number: 00.02.0098 / 00.02.0600)



Κοινωνική Υπευθυνότητα SA 8000
(Certification Number: 18/KE)



ISO 9001:2015
Quality Management System
(Certification Number: 00.12.1922 / 00.12.0808 / 00.12.0236)



ISO 37001:2019
Anti-bribery Management System
(Certification Number: 00.28.0121)



ISO 45001:2023
Occupational Health and Safety Management System (OHS)
(Certification Number: 00.05.0477 / 00.05.0017)



ISO 39001:2012
Road Traffic Safety Management System (Certification Number: 00.19.0108 / 240926-3)



ISO 50001:2018
Energy Management System
(Certification Number: 230713-2)



ISO 27001:2023
Information Security Management System
(Certification Number: 240524-1)



ISO 22301:2019
Business Continuity Management System
(Certification Number: 00.24.0165 / 240926-2)



EN ISO 14064-1:2019
GHG Inventory Report Verification Statement



ISO 26000:2010
Social Responsibility Management System (Certification Number: MD-240926-102)

Saracakis Group of Companies' Activities

Key Brands Represented by the Saracakis Group of Companies

As part of its diversified business activities, the Group represents a significant portfolio of established international brands spanning across the mobility, machinery, and technical solutions sectors in which it operates.

Import and Distribution

Passenger Vehicles



The Saracakis Group of Companies began its partnership with **Honda** in 1968, when it undertook the official import and distribution of the brand's passenger vehicles and spare parts in the Greek market. Since then, Honda has become one of the most important and recognizable brands in the Group's portfolio, maintaining a strong presence in one of the most demanding sectors of modern mobility.

As the world's largest manufacturer of power units and one of the leading vehicle manufacturers globally, Honda remains committed to developing technologies that improve everyday life, enhance safety, and contribute to sustainability. Its focus on reducing emissions and its commitment to achieving carbon neutrality by 2050 reflect the brand's strategic direction toward a cleaner and more efficient future.

Honda's philosophy is based on the adoption and continuous advancement of technological solutions that enable the gradual and meaningful reduction of global CO₂ emissions. This approach aligns with the Saracakis Group of Companies' commitment to sustainable mobility, reinforcing a partnership that has remained strong for decades.





Mitsubishi Motors leverages its long-standing heritage in technology and the brand's sporty DNA to promote solutions that support a more balanced and sustainable relationship between automobiles, society, and the environment. With a consistent focus on reducing environmental impacts, the brand invests in innovative approaches that enhance safety, efficiency, and the overall driving experience.

The partnership between Mitsubishi Motors and the Saracakis Group of Companies dates back to 1963, when the Group undertook the official import and distribution of the brand's passenger vehicles and light commercial vehicles in Greece. Since then, Mitsubishi Motors has been a key part of the Group's portfolio, offering Greek drivers models that combine comfort, performance, and reliability.

Beyond vehicle sales, the Saracakis Group of Companies supports Mitsubishi Motors consumers and end-users through a comprehensive after-sales service system, ensuring a high level of technical support, maintenance, and spare parts availability throughout the vehicle



Since its founding in 1927, **Volvo Cars** has maintained a strong focus on people and the planet, serving those who seek vehicles that combine safety, responsibility, and modern technology. With a clear focus on a better and more sustainable future, the company has set ambitious environmental targets, aiming to achieve a significant reduction in CO₂ emissions during the 2018–2025 period. This commitment represents an intermediate step toward its broader strategy of reducing the carbon footprint per vehicle by 40% by 2040, with electrification as a key driver of its entire fleet.

The Group's dedicated Volvo retail division has been designed to provide consumers and end-users with a comprehensive brand experience, supporting every stage of their relationship with Volvo Cars. It includes new and used vehicle showrooms, a specialized spare parts department, a modern service center, and an auto body shop, ensuring a high level of service before, during, and after vehicle purchase. Through this integrated approach, the Group supports the quality, reliability, and values associated with Volvo Cars, enhancing the customer experience at every touchpoint with the brand.



Maxus, one of the world's most innovative manufacturers of light commercial vehicles and the commercial vehicle arm of SAIC Motor Group — the largest automotive manufacturer in China — offers both fully electric and diesel-powered models designed to meet a wide range of professional needs.

With a strong focus on safety and cutting-edge technology, Maxus is committed to introducing a range of new products, particularly in the electric vehicle segment. The brand has invested significantly in the development of electric vehicles, setting benchmarks for the future of the automotive industry and demonstrating its commitment to sustainable mobility.

In 2025, the Saracakis Group of Companies became the exclusive nationwide distributor and technical support provider for Maxus vehicles through its extensive and highly experienced network.

Bikes, Scooters & ATVs



Honda Motor Co., founded in Japan in 1948 by the visionary Soichiro Honda, became the world's leading motorcycle manufacturer within just a few years—a position it has held since 1959. Its founder firmly believed in the power of innovation and creativity. This philosophy gave rise to the slogan "The Power of Dreams," which continues to define the brand and reflects its commitment to turning ideas into reality. The first motorcycle designed and developed entirely by Honda was the 1949 D-Type, a model fittingly named "Dream."

In Greece, Honda's relationship with the Saracakis Group of Companies began in 1959, when the company's first two-wheelers were introduced to the country, laying the foundation for a partnership that remains strong and successful to this day. Honda motorcycles have earned a reputation for their distinctive design, high build quality, reliability, and advanced technology, delivering safety and exceptional riding performance.

Production surpassed 500 million units in 2025, confirming Honda's enduring technological leadership and global appeal. Since its inception, the company has placed environmental responsibility and road safety at the heart of its vision. It is committed to supporting the transition to a circular economy with a net-zero environmental footprint and has set a long-term goal of eliminating traffic fatalities, demonstrating its commitment to a safer and more sustainable future.





With a history spanning more than 125 years, **Peugeot Motorcycles** is the world's oldest manufacturer of motorized two-wheel vehicles. Since 1898, the company has continuously evolved alongside major engineering and technological developments, maintaining a strong focus on innovation and a forward-looking vision. Headquartered in France, the brand combines elegance, practicality, and technological advancement, offering solutions that meet the needs of modern urban mobility.

Its partnership with the Saracakis Group of Companies began in 2023, opening a new chapter for Peugeot Motorcycles in the Greek market. Recognizing that the future of urban mobility is closely linked to electrification, the brand—having pioneered this field for more than 20 years—continues to invest in electric mobility solutions, emissions reduction, and the use of environmentally friendly materials.



HORWIN is a modern and innovative brand dedicated exclusively to electric mobility, representing the next generation of urban transportation. Combining European design, advanced technology, and a clear commitment to sustainability, it offers a range of electric scooters that deliver performance, comfort, and environmental benefits.

HORWIN's philosophy centers on the transition to cleaner forms of transportation, contributing to reduced fossil fuel consumption, lower urban noise levels, and an improved quality of life. Its electric models, equipped with smart features and practical range capabilities, offer a realistic and cost-effective solution for those seeking a greener way to travel in their daily lives.



Segway Technology Co. is an innovative company in the powersports sector, specializing in all-terrain vehicles (ATVs), utility Side-by-Sides, sport Side-by-Sides, and On-road vehicles. In 2022, the Saracakis Group of Companies became the exclusive importer and distributor of Segway Powersports products in Greece, strengthening the brand's presence in the domestic market.

With a long-term strategy for international growth, Segway Powersports has developed a range of models distinguished by proprietary technologies and advanced solutions, including hybrid powertrain systems, modern internal combustion engines, the intelligent IOV system, and innovative design concepts — positioning the company among the most technologically advanced players in the industry.



Marine Engines

HONDA MARINE

Honda was a pioneer in the outboard engine industry as early as 1964, becoming the first manufacturer to adopt four-stroke technology across its entire outboard engine range. This decision marked a true transformation of the industry, as Honda's four-stroke outboard engines were up to 90% cleaner, 50% more efficient, and 50% quieter than the two-stroke systems of the time, paving the way for a new era in global marine mobility.

In Greece, Honda Marine products have been exclusively imported and distributed by the Saracakis Group of Companies since the late 1960s, establishing a stable and long-standing partnership. With an enduring commitment to quality, innovation, and respect for the environment, Honda Marine remains one of the most trusted choices for users seeking high performance and safety at sea.



V O L V O P E N T A

Volvo Penta is a leading manufacturer of engines and complete power solutions for marine and industrial applications, with innovations such as Volvo Penta IPS and the Aquamatic sterndrive system serving as industry benchmarks.

Its partnership with the Saracakis Group of Companies began in 1950, with the Group acting as the exclusive importer and distributor in Greece, providing comprehensive technical support, genuine spare parts, mobile service units, and a network of authorized dealers.

Trucks

V O L V O

Founded in 1928, **Volvo Trucks** has consistently ranked among the world's leading manufacturers of heavy-duty trucks. With a dealer network spanning more than 130 countries and production across 13 plants, the company offers solutions for every transport application, alongside rental, technical support, and telematics services. A key priority is the transition to alternative energy sources, including electricity, natural gas, and, in the future, hydrogen fuel cells.

The Saracakis Group of Companies has been the exclusive importer and distributor of Volvo Trucks in Greece and Cyprus since 1950, providing comprehensive technical support, genuine spare parts, specialized mobile service units, and an organized network of authorized dealers.



RENAULT TRUCKS

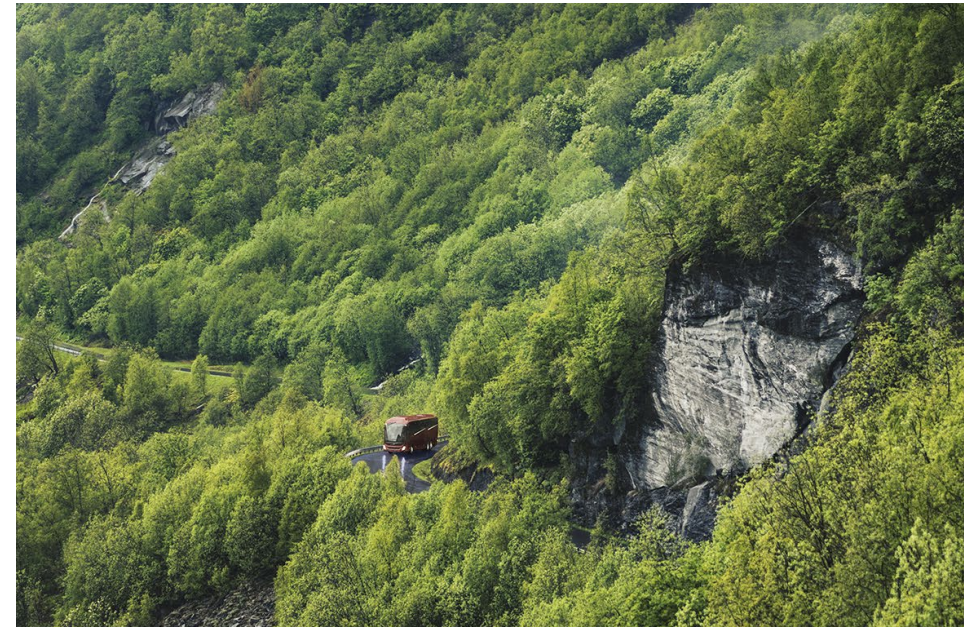
Renault Trucks was established in 1978 following the merger of Saviem and Berliet and is the only truck manufacturer in France and one of the largest in Europe. Since 2001, it has been part of the Volvo Group, while its partnership with the Saracakis Group of Companies began in 2002.

Its portfolio serves the full spectrum of transport applications through diesel, natural gas, and biofuel-powered vehicles, while also offering a complete range of 100% electric trucks through its E-Tech lineup. With more than 15 years of investment in electromobility, Renault Trucks aims to reduce CO₂ emissions and improve quality of life in urban areas.

Buses

V O L V O

Irizar



Volvo Buses and Intercity Coaches

Volvo Buses is one of the world's largest bus manufacturers, offering comprehensive solutions for urban, intercity, and coach transportation. In the European market, the company has developed a complete electromobility offering in partnership with cities, encompassing electric buses, related services, and charging infrastructure.

The company also manufactures bus chassis that serve as a reliable platform for leading bodybuilders, thanks to their structural safety, efficient powertrains, and extended maintenance intervals.

The Saracakis Group of Companies has been the exclusive importer and distributor of Volvo Buses in Greece and Cyprus since 1950, providing comprehensive technical support, genuine spare parts, and mobile service units.

Irizar Urban and Intercity Buses

Founded in 1889, the **Irizar Group** is Spain's leading bus body manufacturer and the second largest in Europe. With five production facilities, a research and development center, and a presence in more than 90 countries, the company has established a strong international position. Its portfolio includes comprehensive solutions for urban and intercity transportation, with a particular focus on sustainable mobility through electric, natural gas, biodiesel, and lithium options. Irizar was also the first European company to introduce a Class II hybrid bus.

The Saracakis Group of Companies has been the exclusive importer and distributor of Irizar in Greece since 1987, providing comprehensive technical support, genuine spare parts, and mobile service units.

Agricultural Machinery



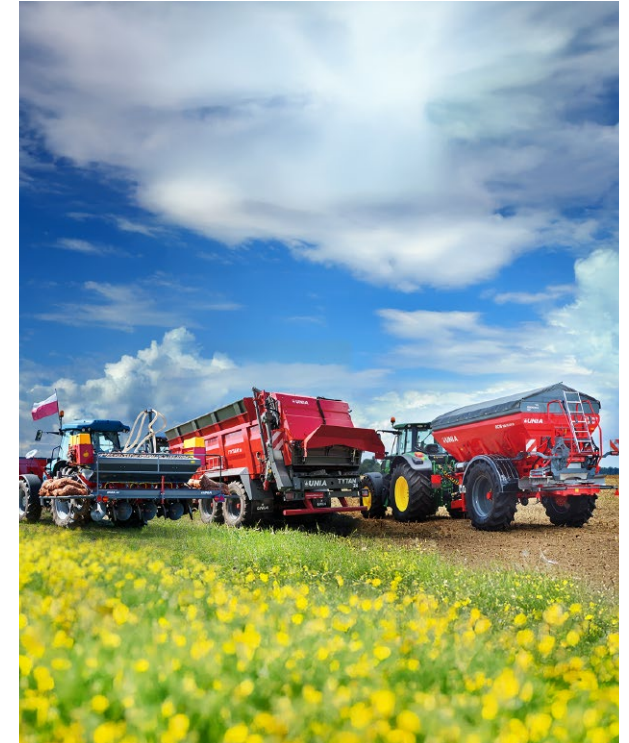
MASSEY FERGUSON



Massey Ferguson, founded in 1953 as Massey - Harris - Ferguson and renamed Massey Ferguson in 1958, is part of AGCO, one of the world's largest manufacturers of agricultural machinery. Since 2018, the brand has partnered with the Saracakis Group of Companies, which serves as its exclusive importer and distributor in Greece and Cyprus. Through an extensive dealer network, comprehensive technical support, and genuine spare parts, the Group ensures complete coverage of the needs of agricultural professionals.



Manitou has a long-standing heritage and global presence, offering durable and innovative equipment designed for demanding applications across the construction, agricultural, and industrial sectors. With a presence in more than 140 countries and continuous investment in research and development, Manitou is recognized for its reliability and technological advancement. The Saracakis Group of Companies serves as the brand's exclusive importer and distributor in Greece, providing a dealer network, technical support, and genuine spare parts.



UNIA Group is one of Europe's leading manufacturers of agricultural machinery, with a history spanning more than 135 years and a presence in over 60 countries. Headquartered in Poland and operating four manufacturing facilities, the company offers a broad portfolio of innovative, high-quality equipment designed to optimize modern agricultural operations. The Saracakis Group of Companies is the exclusive importer and distributor of UNIA products in Greece, supported by an established dealer network, technical support, and genuine spare parts.

International Presence of the Saracakis Group of Companies



Sigma CVM Romania S.R.L., a subsidiary of the Saracakis Group of Companies, was established in 2021 with the main activity of distributing agricultural equipment in the Romanian market. The company places strong emphasis on service quality, spare parts availability, and flexible financing solutions for its consumers and end-users.

It distributes a broad range of products from internationally recognized manufacturers, including tractors, combines, balers, seeders, plows, lifting equipment, and trailers. At the same time, Sigma CVM Romania serves as the exclusive representative of Massey Ferguson throughout Romania, strengthening its position in the local market and providing comprehensive solutions for the agricultural sector.



In 2005, the Saracakis Group of Companies expanded its activities into Bulgaria through the establishment of **SIGMA Bulgaria SJSC**, a wholly owned subsidiary of the Group. SIGMA Bulgaria SJSC is the exclusive importer and distributor of Volvo Construction Equipment (VCE) in the country, further expanding the Group's international presence and providing comprehensive support solutions for the construction machinery sector.

Vehicle Rental and Leasing

The Saracakis Group of Companies offers comprehensive financing, operating leasing, and rental solutions for a wide range of vehicles, machinery, and equipment throughout Greece. To deliver these services, the Group has developed strategic partnerships with specialized companies in the sector, with Kinsen Hellas serving as its principal partner, supporting both corporate and private consumers and end-users seeking an alternative to outright ownership.

By facilitating customer access to products and services, the Group actively contributes to the country's broader economic development while applying environmental criteria that promote environmentally friendly solutions.

Kinsen Hellas is the result of a partnership between European private investors and a Greek business family with a long-standing presence in the market. As a fully independent entity, it aspires to become a leading player in the mobility sector. It has entered into a franchise agreement with Europcar Mobility Group, Europe's leading vehicle rental services provider, marking a new era for Europcar in Greece.

Saracakis Leasing is the commercial brand of the strategic partnership between the Saracakis Group of Companies and Kinsen Hellas, further reinforcing the Group's position in the operating leasing and mobility services sector.



Used Passenger Cars, Commercial Vehicles & Machinery

The Saracakis Group of Companies operates a dedicated used vehicle division at its headquarters in Athens, serving consumers and end-users who wish to trade in their existing vehicle for a new one from the brands represented by the Group or purchase one of the available used vehicles from its fleet.

All used vehicles undergo rigorous technical inspections in accordance with established safety and quality standards. Where wear, damage, or defects are identified, all necessary repairs and refurbishment work are carried out, and each vehicle is delivered following a comprehensive interior and exterior cleaning process.

The available vehicles are offered at competitive prices and are supported by flexible financing programs, warranty coverage, and roadside assistance services, ensuring a reliable and comprehensive purchasing experience. In addition, the Group offers dependable used vehicle solutions across all categories of commercial vehicles and machinery.

Public Sector Solutions

The Group's Public Sector & Key Account Solutions department manages an extensive portfolio of products and services, with the objective of delivering excellent support both at the point of sale and throughout the lifecycle of the solutions provided.

The Public Sector Tenders department serves public and private sector organizations, covering every requirement related to the procurement and maintenance of commercial and passenger vehicles, construction machinery, light trucks, buses, trucks, generators, fires, as well as rental and leasing services.

Drawing on its expertise and many years of experience, the Group provides comprehensive and reliable solutions that meet the requirements of public sector organizations and major corporate clients.



Environmental Services

Guided by the principles of the circular economy, **ENSER S.A.**, a member of the Saracakis Group of Companies, provides comprehensive, reliable, and effective waste management solutions to private- and public-sector businesses and organizations throughout Greece.

Specifically, ENSER undertakes the collection of mixed, organic, recyclable, and bulky waste, as well as the collection, transportation, and transfer of non-hazardous solid waste and the collection, transportation, and trading of recyclable materials.

Additionally, it provides public-space cleaning, street sweeping, mechanical sweeping, and waste container washing services. Its modern equipment, high-quality products, and highly trained personnel ensure the delivery of high-quality services in a period of continuously increasing demand.



Apollon Insurance Services

APOLLON Insurance Brokers S.A. has been active in the Greek insurance market for the past 70 years, maintaining a consistent focus on customer service and customer protection. The company collaborates with leading domestic and international insurance groups, ensuring adequate capital coverage for a broad range of clients, from small businesses to multinational corporations.

The company's vision and ambition are to be a leading force in insurance brokerage, providing innovative, reliable, and tailored solutions that enhance security and support the sustainable growth of its clients.

Value Chain and Business Relationships

Strategy, Business Model, and Value Chain

- SBM-1

The Saracakis Group of Companies is one of Greece's oldest and most recognized business organizations in the fields of mobility and industrial equipment, with a history spanning more than 100 years and continuous leadership by the founding family. The Group operates in Greece, Cyprus, Romania, and Bulgaria through its subsidiaries, maintaining a network of facilities, warehouses, points of sale, and technical support facilities that support a broad portfolio of international brands. As the exclusive importer and distributor of passenger and commercial vehicles, construction machinery, agricultural machinery, motorcycles, marine engines, and equipment, the Group combines a century of expertise with a modern and agile corporate structure.

Its activities span import and distribution, retail operations, vehicle and equipment leasing, insurance services, and environmental solutions. Through its strategic partnership with Kinsen Hellas, the Group offers mobility solutions, including short-term and long-term vehicle rental and leasing services. Through Apollon, it provides insurance solutions that support the entire product lifecycle, while through Enser it delivers integrated environmental services, including waste collection and transportation, recycling, and cleaning services for municipalities and businesses, supporting the circular economy nationwide. At the same time, its subsidiaries in Romania, Bulgaria, and Cyprus strengthen its international presence, with a strong position in the construction machinery, truck, bus, and agricultural equipment sectors.

The Group's operations are supported by a comprehensive technical support infrastructure, including company-owned workshops, mobile service units, and an extensive partner network that ensures high spare-parts availability and prompt support throughout the country. Its focus on the quality of its after-sales services enhances the reliability of the solutions it provides and contributes to high levels of customer satisfaction and loyalty.

The Group also continues to invest in digital transformation and operational excellence, leveraging advanced ERP and business intelligence platforms to modernize its processes, manage warehouse operations, monitor financial performance, and improve efficiency across all business units. Its operations are supported by centralized corporate functions, including finance, human resources, tax compliance, procurement, and logistics, ensuring consistency, transparency, and a unified corporate identity.

With people at the center of its operations, the Group invests systematically in employee development through training, leadership, and succession programs, as well as performance evaluation and recognition mechanisms that support skills development and enhance performance. Through its active participation in university programs and initiatives aimed at younger generations, the Group attracts and develops the talent that will support its future growth.

Through this structured and integrated business model, the Saracakis Group of Companies reinforces its position as a modern, reliable, and diversified provider of mobility solutions, technical support, and environmental services. With strategic agility, deep market knowledge, strong partnerships, and a commitment to sustainable operations, the Group continues to evolve, contributing to social progress and improving the everyday lives of its customers and partners.



Value Chain



Table 1. Value Chain

Stakeholder Engagement

• SBM-2

Regular stakeholder engagement is a core process for the Saracakis Group of Companies, as it contributes to a deeper understanding of stakeholders' needs, expectations, and concerns. At the same time, it enables the early identification of sustainability-related issues that require management or resolution by the Group.

The term "stakeholders" refers to individuals or groups whose interests are affected or may be affected by the Group's business activities.

For the Saracakis Group of Companies, the key stakeholder groups are as follows:

- Board of Directors / Shareholders
- Employees
- Suppliers
- Partners
- Consumers and End-users
- Financial Institutions
- Regulatory Authorities
- Industry Associations / Organizations
- Mainstream Media
- Local Communities
- Non-Governmental Organizations

The following table outlines the stakeholder categories, the engagement methods used, and the frequency of engagement with each group. A detailed stakeholder mapping exercise was conducted as part of the Double Materiality Assessment (DMA) process to identify the Group's stakeholders.

Stakeholder Groups	Engagement Method	Engagement Frequency
Board of Directors / Shareholders	<ul style="list-style-type: none"> General Meeting of Shareholders Shareholders Sustainability Report 	Annual, Monthly
Employees	<ul style="list-style-type: none"> Meetings and Updates Bulletin Boards Group Website Group Intranet Social Media Meetings with HR Personal Communication Sustainability Report 	Ongoing
Suppliers	<ul style="list-style-type: none"> Regular Communication and Visits Inspections Personal Communication Social Media Sustainability Report 	Ongoing
Partners	<ul style="list-style-type: none"> Regular Contacts/visits Inspections Social Media Sustainability Report 	Ongoing
Consumers and end Users	<ul style="list-style-type: none"> Group Website E-mai Social Media Customer Satisfaction Surveys Sustainability Report 	Ongoing
Financial Institutions	<ul style="list-style-type: none"> Conferences and Events Corporate Publications and Articles Sustainability Report 	Ongoing
Regulatory Authorities	<ul style="list-style-type: none"> Conferences and Events Social Media Sustainability Report 	Ongoing
Industry Associations / Organizations	<ul style="list-style-type: none"> Corporate Publications and Articles Personal Communication Conferences and Events Studies and Corporate Reports Group Website Social Media Sustainability Report 	Ongoing
Media	<ul style="list-style-type: none"> Public Dialogue Events Conferences and Events Studies and corporate Reports Group Website Personal Communication Social Media Sustainability Report 	Ongoing
Local Communities	<ul style="list-style-type: none"> Studies and Corporate Reports Group Website Social Media Sustainability Report 	Ongoing
Non-Governmental Organizations	<ul style="list-style-type: none"> Public Dialogue Events Conferences and Events Group Website Personal Communication Social Media Sustainability Report 	Ongoing

Table 2. Stakeholder Engagement

Understanding Stakeholder Interests and Integrating Stakeholder Perspectives

The Saracakis Group of Companies systematically takes into account the perspectives, interests, and rights of its stakeholders, including matters related to human rights, as these are directly linked to the Group's strategy and business model. As part of the Double Materiality Assessment (DMA) and ongoing monitoring mechanisms, senior management consults with key stakeholder groups — such as employees, consumers and end-users, suppliers, insurance companies, banks, technical partners, and civil society organizations — in order to capture their views, needs, and expectations.

These perspectives are integrated into the Group's decision-making processes through communication to the relevant management and governance bodies via the findings of the DMA, ISO management systems (quality, environment, health & safety, and information security), as well as compliance and whistleblowing mechanisms. Through this approach, senior management gains a well-founded understanding of stakeholders' perceptions of the material impacts, risks, and opportunities associated with the Group's activities.

This systematic process helps ensure that stakeholder priorities are identified early and appropriately integrated into the Saracakis Group of Companies' policies, operational practices, and sustainability actions.

Further information on stakeholders can be found in sections S1-2 and S4-2.



Governance

The Role of the Board of Directors and Management in the Oversight of Sustainability Matters

- GOV-1, GOV-2

The Boards of Directors (BoDs) of the companies that comprise the Saracakis Group of Companies are the highest governing bodies, responsible for setting the Group's strategic direction and overseeing its effective implementation, including the monitoring of sustainability matters, risks, and opportunities. As non-listed companies, Board members are not classified into executive and non-executive, independent and non-independent, while no female members serve on any of the Boards.

In accordance with the applicable Articles of Association and the relevant regulatory framework:

The Board of [Saracakis Brothers S.A.](#) has a five-year term of office and consists of four (4) members. Among them, three (3) are between 30 and 50 years old, and one (1) is over 50 years old.

The Board of [J. D. Saracakis Commercial and Holding S.A.](#) consists of three (3) members. Among them, two (2) are between 30 and 50 years old, and one (1) is over 50 years old.

The Board of [SIGMA Bulgaria SJSC](#) consists of five (5) members. Among them, three (3) are between 30 and 50 years old, and two (2) are over 50 years old. The company does not have a Managing Director position. The Company is governed by a Board of Directors and is represented by the persons duly registered from time to time in the Commercial Register.

The Board of [SIGMA CVM Romania S.R.L.](#) consists of three (3) members. Among them, one (1) is between 30 and 50 years old, and two (2) are over 50 years old. The company does not have a Managing Director position. The Company is governed by a Board of Directors and is represented by the persons duly registered from time to time in the Commercial Register.

The Board of [ENSER S.A.](#) consists of three (3) members. Among them, one (1) is between 30 and 50 years old, and two (2) are over 50 years old.



The Board of [Apollon Insurance Services](#) consists of three (3) members. Among them, one (1) is between 30 and 50 years old, and two (2) are over 50 years old.

The Board of [Apollon Insurance Brokers S.A.](#) consists of three (3) members. Among them, one (1) is between 30 and 50 years old, and two (2) are over 50 years old.

There is no employee representation on the BoDs, and no Board committees are in operation, as the Group is not subject to relevant obligations under the institutional framework applicable to non-listed sociétés anonymes.

To ensure that management possesses the appropriate skills and knowledge related to sustainability matters, the Group has established an internal organizational support mechanism. Specifically, the Corporate Affairs, Communications, and Sustainability Department plays a central role in coordinating sustainability matters, providing regular updates to management, and participating in internal training and awareness initiatives, ensuring that the BoDs receive well-documented and reliable information. The same Department collects and evaluates data from operational activities, internal processes, and stakeholder feedback in order to systematically monitor material impacts, risks, and opportunities. This information is submitted to management and the BoDs in a manner that facilitates decision-making and the targeted prioritization of actions.

In addition, the Internal Audit Department contributes to the oversight of sustainability matters by evaluating the adequacy and effectiveness of risk management procedures. Through independent recommendations to management and the BoDs, it promotes transparency and helps ensure that control mechanisms operate reliably.

With regard to remuneration systems, the Saracakis Group of Companies does not currently apply variable remuneration linked to sustainability indicators or sustainability-related targets for members of its administrative, management, or supervisory bodies. The Group is, however, considering the integration of specific sustainability indicators (sustainability KPIs) into future variable remuneration systems as part of the ongoing evolution of its corporate governance framework.

Integration into Strategy and Decision-making

The BoDs, in cooperation with the relevant senior management of the Group and under the coordination of the Corporate Affairs, Communications and Sustainability Department, take into account impacts, risks, and opportunities in overseeing strategy, making decisions related to significant transactions, and within the context of its risk management process. The assessment of these factors is carried out through regular discussions and analyses covering environmental matters (such as climate change mitigation, energy consumption and waste), social matters (such as working conditions, equal treatment, pay equity, health and safety, and mobility), as well as corporate governance matters (such as corporate culture, business integrity, and the prevention of corruption and bribery).

In the decision-making process, the BoDs and senior management also consider potential **trade-offs** between different impacts, risks, and opportunities — for example, between financial efficiency and environmental performance, or between operational flexibility and enhanced compliance processes. This approach enables the Group to balance operational needs with sustainability requirements, ensuring that its decisions are aligned with its long-term strategic priorities.



Statement on due Diligence

- GOV-3

The Saracakis Group of Companies is in the process of progressively strengthening its due diligence practices. At the current stage, certain elements of due diligence are being implemented through existing policies, compliance procedures, and corporate governance mechanisms, such as the Code of Conduct, the whistleblowing mechanism, certified ISO management systems, and internal risk identification and monitoring procedures.

Matters related to material impacts, risks, and opportunities are monitored through the Double Materiality Assessment (DMA) and the related operational processes described in the relevant sections of this Sustainability Report. Within this context, the Group adopts elements of the core due diligence steps — such as impact identification, risk monitoring, compliance with policies, and adherence to supplier requirements and corporate responsibility principles — though these do not currently constitute a formally integrated due diligence process.

As the Group continues to mature its sustainability practices, it is considering further strengthening its approach toward a more structured due diligence process.

Risk Management and Internal Controls over Sustainability Reporting

- GOV-4

The Saracakis Group of Companies applies a streamlined risk management and internal control framework specifically for the preparation of the Sustainability Report. Metrics are collected through an external digital platform by designated data owners for each function, with corresponding reviewers and approvers responsible for verification and validation. Qualitative information is gathered from the relevant departments through brief interviews and email exchanges during the drafting process.

The Corporate Affairs, Communications, and Sustainability Department coordinates the overall process and performs data completeness and integrity checks (mandatory fields, source verification, and reconciliation with operational records), as well as methodological reviews for indicators involving estimates (documentation of assumptions and flagging of any methodological changes).

The final Sustainability Report is prepared by the Corporate Affairs, Communications, and Sustainability Department and submitted to the Boards of Directors for review and approval; the Boards hold ultimate responsibility for validating the content prior to publication.

Management of Impacts, Risks, and Opportunities (Double Materiality Assessment / DMA)

- IRO-1, IRO-2, SBM-3

During the reporting period, the Saracakis Group of Companies conducted a Double Materiality Assessment for the first time, through which it identified material positive and negative impacts on people and the environment, as well as related risks and opportunities, across all stages of its value chain. The assessment covered current impacts, risks, and opportunities for 2025, as well as potential impacts, risks, and opportunities across the following time horizons: 2026 (short-term), 2028 (medium-term), and 2030 (long-term).

The Group applied consistent criteria and time horizons aligned with its business model to ensure the assessment was coherent, comprehensive, and actionable for day-to-day decision-making.

Double Materiality Assessment Methodology

The Saracakis Group of Companies followed a structured yet practical process to identify the topics that are material to its operations and to the people affected by them.

Phase 1: Understanding the Operational Framework

The process began with the mapping of the Group's value chain, specifically its core activities, partners, consumers and end-users, as well as day-to-day operations, in order to understand the internal and external context in which impacts on people and the environment may arise.

Phase 2: Identification of Actual and Potential Positive/negative Impacts

All actual and potential positive and negative impacts across the Group's value chain were then identified.

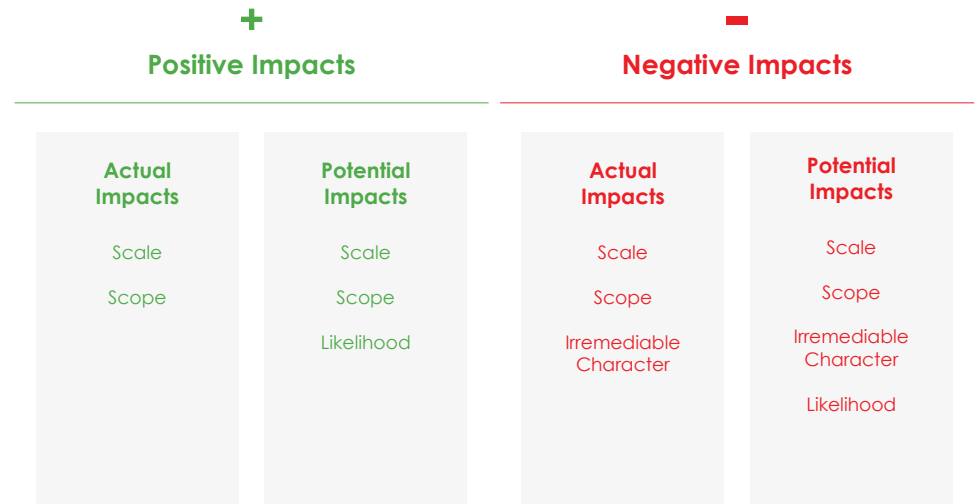
For the identification of negative impacts on nature, the Saracakis Group of Companies utilized guidance developed within the framework of the Taskforce on Nature-related Financial Disclosures (TNFD), as well as the ENCORE tool, which provides science-based information on nature-related impacts. For the identification of impacts on people, the Group utilized the UNEP FI Impact Radar and the UNEP FI Impact Analysis Tool, both of which are considered best-practice tools. The previous year's assessment also served as a useful reference point.

Based on the above, a comprehensive list of positive and negative, actual and potential impacts was developed, reflecting the full range of issues associated with the Group's activities.

The results were subsequently presented to Management and relevant senior executives, who — drawing on their operational experience and knowledge of the respective business functions — validated, enriched, and, where deemed necessary, refined the initial list. This approach ensured that the identified impacts reflected both international best practices and the operational reality of the Saracakis Group of Companies.

Phase 3: Impact Materiality Assessment

Each identified impact was assessed based on the following criteria, using a qualitative five-point scale (1-very low, 2-low, 3-moderate, 4-high, 5-very high):



Phase 4: Prioritization of Material Impacts

At the final stage, the Group proceeded with the prioritization of the impacts assessed during the previous phases. Initially, Management determined the materiality threshold, which was used as a reference point to identify which impacts were considered material for the Group. Based on this threshold and the scores assigned to the impacts, the final ranking of matters identified as material was established.

This final ranking was presented to the relevant executives and approved by Management to serve as the basis for action planning, decision-making, and setting the Group's priorities. The material impacts were then mapped against the topics and subtopics of the ESR5 standards to determine the thematic areas presented in this Sustainability Report.

Financial Materiality

The identification of financial risks and opportunities was conducted for the first time in 2025 and was based on sector-specific reporting frameworks and tools, specifically the SASB Standards, the ENCORE tool (for nature-related risks), and peer benchmarking analysis.

The identified risks and opportunities were subsequently assessed qualitatively by the Group's Finance Department, taking into account both the magnitude of the financial impact they could generate and their likelihood, using a five-point scale (from "very low" to "very high") for both parameters. Risks and opportunities assessed as "high" or "very high" were considered material (Table 3).



Table 3. Financial materiality assessment matrix based on likelihood and magnitude of financial impact

Results of the Double Materiality Assessment

The positive and negative impacts, as well as the risks and opportunities identified through the Double Materiality Assessment process⁴, were grouped into the material topics presented below in order to comprehensively reflect the Group's management approach and performance. During the reporting period, no changes were identified regarding the material topics, as this constitutes the Group's first fully developed assessment aligned with ESRS requirements. In addition, no supplementary information beyond the outcomes of the materiality assessment was included, as no additional disclosures were required under other standards or regulatory requirements.

The material topics identified were approved by the Group companies' Boards of Directors and form the basis for the structure and content of this Sustainability Report.



⁴Given that the Saracakis Group of Companies operates in European Union countries—Greece, Cyprus, Romania, and Bulgaria—where well-established and robust labor and regulatory frameworks are in place, the relevant risk assessment did not identify any material risks related to child labor, forced labor, or human trafficking. The Group applies its Code of Conduct and has established formal grievance mechanisms, ensuring the full protection of employees, business partners, and other stakeholders across the full scope of its activities.

Material Topics:

Topic	Subtopic	Sub-Sub-Topics	Actual Impact	Potential Impact			Current Financial Risks and Opportunities	Anticipated Financial Risks and Opportunities			Value Chain
				2026	2028	2030		2026	2028	2030	
ESRS E1 – Climate Change	Climate Change Mitigation	-	●	●	●	-	-	-	-	Upstream / Own Operations / Downstream	
	Energy	-	●	●	-	-	-	-	-	Upstream / Own Operations / Downstream	
	Increase in Fuel Costs	-	-	-	-	-	-	-	▼	Upstream / Own Operations	
	Extreme Physical Climate Events	-	-	-	-	-	▼	▼	▼	Own Operations	
	Environmental Compliance	-	-	-	-	-	-	▼	▼	▼	Own Operations
	Energy Optimization through Renewable Energy Sources	-	-	-	-	-	-	-	▲	▲	Own Operations
	Access to Sustainable Finance	-	-	-	-	-	-	▲	▲	▲	Own Operations
ESRS E5 – Resource Use and Circular Economy	Climate-resilient Insurance Products	-	-	-	-	-	-	▲	▲	▲	Own Operations
	Waste	-	●	●	●	-	-	-	-	Upstream / Own Operations / Downstream	
	Reduction of Hazardous Waste through Electrification	-	-	-	-	-	-	▲	▲	▲	Own Operations
ESRS S1 - Own Workforce	Strengthening Circular Economy Services	-	-	-	-	-	-	▲	▲	▲	Own Operations
	Working Conditions	Secure Employment	●	●	●	●	-	-	-	-	Own Operations
		Employee Health and Safety	●	●	●	●	-	-	-	-	Own Operations
	Equal Treatment and Equal Opportunities for All	Work-life Balance	●	●	●	●	-	-	-	-	Own Operations
		Measures against Workplace Violence and Harassment	●	●	●	●	-	-	▼	▼	Own Operations
		Training and Skills Development	●	●	●	●	-	-	-	-	Own Operations
	Gender Equality and Equal Pay for Work of Equal Value	●	●	-	-	-	-	-	-	-	Own Operations
ESRS S4 – Consumers and/or End-users	Mobility	-	-	●	●	●	-	-	-	Upstream / Own Operations / Downstream	
	Cyber Insurance Products	-	-	-	-	-	-	▲	▲	▲	Downstream
	Reduced Maintenance Activities due to Electrification	-	-	-	-	-	-	-	-	▼	Downstream
ESRS G1 – Business Conduct	Corporate Culture	-	●	●	-	-	-	-	-	-	Own Operations
	Corruption and Bribery	-	●	●	-	-	-	-	-	-	Own Operations
	Supplier Relationships and Payment Practices	-	●	●	-	-	-	-	-	-	Upstream / Own Operations
	Responsible Supply Chain in the Automotive Sector	-	-	-	-	-	-	-	-	▼	Upstream
	Geopolitical Disruptions in the Supply Chain	-	-	-	-	-	▼	▼	▼	-	Upstream
Limited Supplier Diversification	-	-	-	-	-	▼	▼	-	-	Upstream	

Table 4. Material topics for the Saracakis Group of Companies

Legend: Impact Materiality: ● Positive Impact ● Negative Impact | Financial Materiality: ▲ Opportunity ▼ Risk

Descriptions of Material Topics

Material Impacts

Training and Skills Development

Practices that ensure equal access for all employees to targeted training, upskilling, and skills development programs — such as technical and leadership training, e-learning, coaching, performance evaluations, and internship programs — enhance employees' professional growth and long-term employability, contributing to a progressive and supportive working environment.

Gender Equality and Equal Pay for Work of Equal Value

Inequalities in pay, career advancement opportunities, or access to positions of responsibility may create perceptions of unfairness and erode trust in management. Unequal treatment negatively affects employee morale and motivation, may reinforce stereotypes, and discourage the participation of women and other groups in leadership or development-oriented roles.

Mobility

The development and provision of mobility solutions enhance accessibility, improve the transportation experience, and support the broader adoption of sustainable mobility options, facilitating safe, affordable, inclusive, and environmentally sustainable transportation for consumers and end-users.

Corporate Culture

Practices that strengthen the Group's corporate culture—such as the implementation of a Code of Conduct, reporting mechanisms, and the promotion of integrity and accountability — help foster consistent behaviors and decision-making across the Group. Such a framework strengthens ethical business conduct, promotes transparency, and reinforces the trust of employees and other stakeholders.

Corruption and Bribery

The implementation of policies and procedures to prevent and address incidents of corruption and bribery—such as zero tolerance for unethical transactions, compliance controls, and employee awareness and training—helps maintain a transparent and responsible business environment. These practices help prevent actions involving the offering, giving, accepting, or soliciting of anything of value for the purpose of exerting undue influence, while reinforcing compliance with regulatory requirements and the Code of Conduct.

Supplier Relationships and Payment Practices

The implementation of responsible payment practices and the transparent management of supplier relationships contribute to creating a positive impact across the value chain. The timely fulfillment of financial obligations, clear terms of cooperation, and ongoing communication strengthen mutual trust, support supplier sustainability, and promote fair and reliable business transactions.

Descriptions of Material Topics

Material Risks

Fuel Procurement Costs

The continued increase in fuel prices, combined with increasingly stringent regulations governing emissions and fuel quality, may reduce demand for internal combustion engine vehicles, as consumers shift toward more economical and efficient mobility solutions.

Physical Climate Events

The increasing frequency and intensity of events such as droughts, heatwaves, and abrupt changes in weather conditions represent a significant risk to the sectors in which the Saracakis Group of Companies operates, particularly the agricultural sector. The reduced productivity and financial pressures experienced by farmers may limit their ability to invest in machinery and equipment, affecting demand for and sales volumes of products related to agricultural activities.

Environmental Compliance

Failure to comply with the stringent environmental requirements imposed by international manufacturers and the applicable regulatory framework poses a risk to the Group. Potential consequences include increased compliance costs, restricted access to products and markets, loss of credibility, and impacts on commercial partnerships.

Risk of Non-compliance with Ethical Principles relating to Violence, Harassment, and Workplace Conduct

The increasing complexity of the workplace environment, combined with ongoing technological developments (such as the use of new digital tools for incident reporting), workforce expansion (new hires and varying levels of familiarity with policies), and enhanced regulatory requirements at both the European and national levels, creates an increased risk of non-compliance with the Group's ethical principles relating to violence, harassment, and workplace conduct standards.

Factors such as the need for the continuous updating of policies, procedures, and training, or potential delays in communication, timely reporting, or the proper handling of incidents, may lead to legal and regulatory sanctions, increased management costs, employee turnover, and adverse impacts on the Group's reputation.

Reduced Maintenance Activities due to Electrification

The increasing penetration of electric and hybrid vehicles, which require less maintenance than conventional vehicles, may reduce demand for traditional spare parts and technical support services across the Group's network. Without the timely adaptation of inventories, the upgrading of technical staff skills, and the expansion of services into areas such as diagnostic testing and software-related work, there is a risk of reduced revenue, inventory obsolescence, and the underutilization of workshop capacity.

Geopolitical Disruptions in the Supply Chain

The Group's dependence on critical raw materials and energy resources sourced from regions affected by geopolitical instability exposes it to risks related to supply chain functionality and continuity. Events such as geopolitical tensions, sanctions, or transportation restrictions may cause procurement delays, increased costs, or temporary product shortages, adversely affecting the Group's revenue, operational continuity, and competitiveness.

Limited Supplier Diversification

Dependence on a single supplier in specific markets, such as Romania and Bulgaria for agricultural and construction machinery, increases the Group's exposure to operational and commercial risks. Limited supplier diversification may result in supply disruptions, interruptions in product availability, or reduced bargaining power, negatively affecting customer service and operational stability.

Descriptions of Material Topics

Material Opportunities

Energy Optimization through Renewable Energy Sources

The systematic optimization of energy consumption represents a significant opportunity for the Group, as the implementation of its ISO 50001:2018-certified Energy Management System and the use of rooftop photovoltaic systems at its facilities in Athens support the transition to cleaner forms of energy. In this way, the Group reduces its dependence on non-renewable energy sources and strengthens its energy autonomy, aligning its operations with contemporary sustainable development requirements.

Access to Sustainable Finance

The transition to more sustainable business practices creates significant financing opportunities for the Saracakis Group of Companies. Access to green bonds, sustainability-linked loans, and other financing instruments that reward responsible environmental performance provides the Group with an alternative and more competitive source of capital. Such financing can support climate-aligned investments, including electromobility infrastructure, renewable energy projects, and energy efficiency improvement programs.

Climate-resilient Insurance Products

Growing customer awareness of climate change and the need for coverage against risks associated with extreme weather events create a significant opportunity for the Group's Apollon Insurance Services. As more businesses and individuals adopt climate change mitigation and adaptation measures, a growing market is emerging for insurance products that offer enhanced protection and address contemporary climate-related challenges.

The development and provision of such products can strengthen the position of Apollon Insurance Services by opening new markets and expanding revenue streams.

Strengthening Circular Economy Services through ENSER

ENSER, the Group's subsidiary specializing in waste collection and waste management, represents a distinct growth opportunity for the Group. In a market where businesses and public sector organizations are increasingly turning to services that ensure genuine environmental compliance, ENSER can significantly expand the Group's value proposition.

Reduction of Hazardous Waste

The gradual shift of the market toward electric and hybrid vehicles creates a second opportunity for the Group: reducing the waste generated through the maintenance of internal combustion engine vehicles.

Cyber Insurance Products

The expansion of digital infrastructure and smart mobility solutions increases the need for effective cyber risk coverage, creating an opportunity for the development of specialized insurance products through APOLLON Insurance Brokers S.A. The provision of such services can strengthen the Group's resilience, enhance customer trust, and support a more secure and reliable digital operating environment.

Responsible Supply Chain in the Automotive Sector

Collaboration with internationally recognized automotive manufacturers that apply stringent environmental and social standards enables the Group to enhance the quality, reliability, and compliance of its products. The procurement of spare parts and materials that meet high due diligence standards can strengthen compliance with regulatory requirements, support the Group's reputation and customer trust, and contribute to maintaining a strong competitive advantage in the market.

Connection of Findings to the Group's Strategy and Business Model

Climate Transition and Product Portfolio Modernization

The results of the Double Materiality Assessment are not treated in isolation but are actively integrated into the shaping of the Saracakis Group of Companies' strategy and business model. The Group uses the results of the assessment as guiding principles for improving its operations and adapting to evolving social, environmental, and technological conditions.

A key priority is the climate transition and the reduction of its environmental footprint. The growing need to reduce emissions and adopt more efficient energy solutions reinforces the Group's strategic focus on strengthening its product portfolio with electric and hybrid vehicles, as well as technologically advanced, energy-efficient equipment. At the same time, the Group is implementing investments in facility energy upgrades, charging infrastructure, and solutions that reduce resource consumption, enhancing the operational efficiency and environmental performance of its activities.

Collaboration with internationally recognized manufacturers that maintain high standards, such as Volvo, Honda, Mitsubishi, and Komatsu, requires strict compliance with environmental and operational requirements. The Group leverages this requirement as a strategic advantage by investing in ISO 14001 and ISO 50001-certified management systems, renewable energy sources, and transparency practices that enhance its credibility and reduce operational risks.



The adoption of circular economy practices also plays an important role. Through ENSER, the Group strengthens its ability to provide integrated waste management and material recovery services, both for internal needs and for third parties. In this way, responsible resource use is promoted, environmental impact is reduced, and new business opportunities are created in growing circular economy sectors.

At the same time, Apollon Insurance Services strengthens the Group's business model by providing opportunities for the development of new insurance services that address evolving market needs. The increasing risks associated with extreme weather events, together with the expansion of digital activity, create opportunities for specialized insurance products, such as climate risk coverage and cyber insurance services. In this way, the Group strengthens its overall resilience and supports the sustainable development of its portfolio.

Its people are an integral part of the Group's strategy. Health and Safety practices, continuous training, equal opportunity policies, and reporting mechanisms contribute to creating a safe and supportive working environment. Strengthening corporate culture, promoting ethical conduct, and maintaining zero tolerance for incidents of violence and harassment form the foundation for preserving internal cohesion and responsible business operations.

The Group remains committed to technological innovation, sustainable practices, and responsible corporate conduct, with the objective of maintaining its competitiveness and credibility over the short, medium, and long term. Finally, because the nature of its activities does not require significant related operating or capital expenditures, no material OpEx or CapEx directly linked to the material sustainability topics has been identified.



Environment

ESRS E1 Climate Change



ESRS E1 Climate Change



The Group's Approach

Climate change is one of the most significant factors affecting the mobility, construction machinery, and commercial vehicle sectors, as well as the broader range of services provided by the Saracakis Group of Companies. As one of the longest-established and largest importers and distributors of vehicles and machinery in Greece and abroad, the Group recognizes that its operations are directly associated with its environmental footprint and overall greenhouse gas emissions.

For this reason, climate change is a key consideration in fleet development, service design, and the overall strategic direction of the Group.

As part of the Double Materiality Assessment, the Group identified that its operations are associated with the following material negative climate-related impacts, as well as the corresponding material climate-related risks and opportunities that affect its position in the broader market.

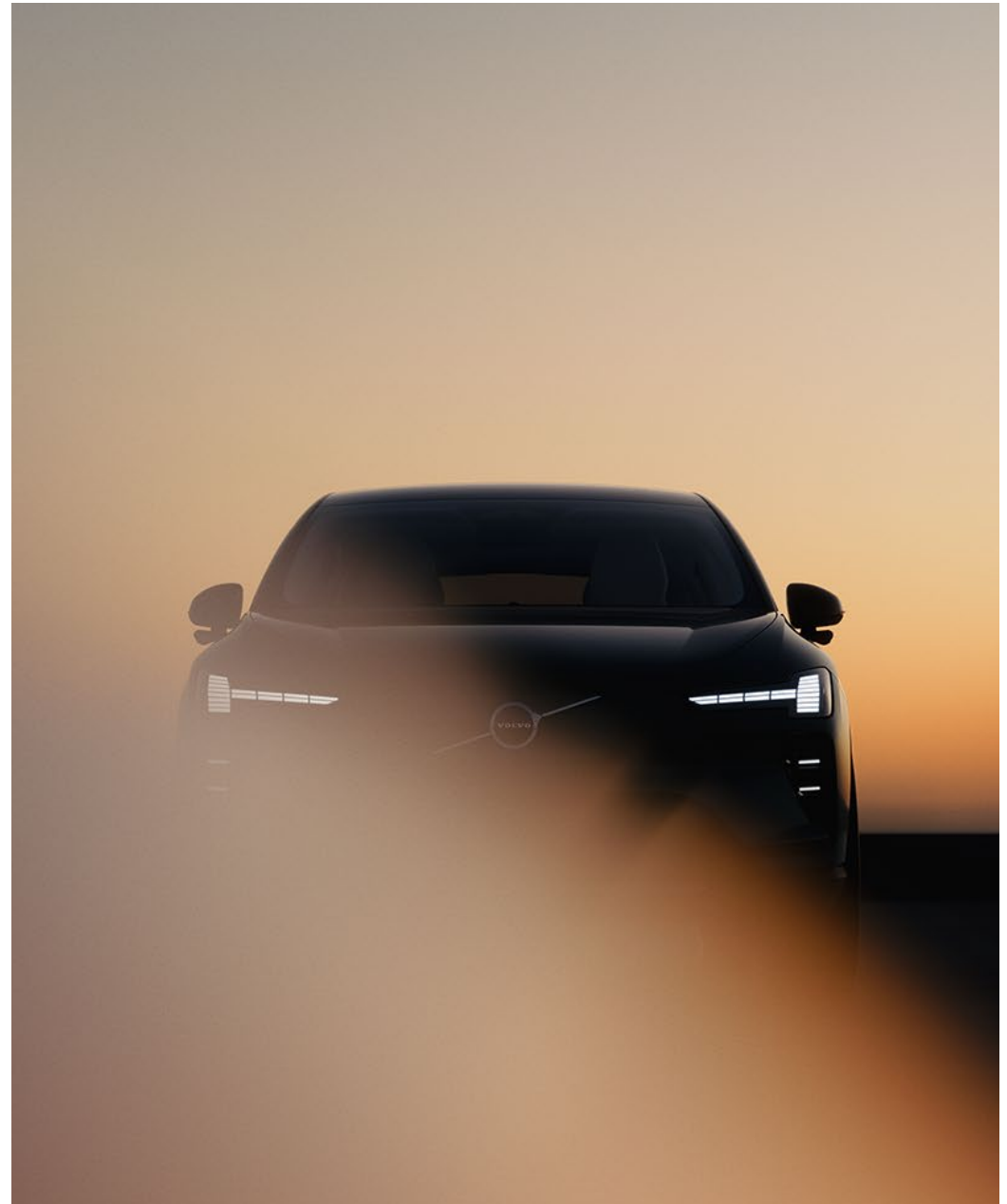


Negative Impacts, Risks, and Opportunities related to Climate Change

Climate Change Mitigation (-)

The Saracakis Group of Companies recognizes that its business activities generate direct and indirect greenhouse gas emissions (Scope 1, 2, and 3), which contribute negatively to climate change and adversely affect air quality. Energy consumption across its facilities, fleet operations, and transportation activities within the supply chain increase the Group's environmental footprint.

However, measures are being implemented to mitigate these impacts through energy upgrades, the use of renewable energy sources, the digitalization of processes, investments in electromobility, and the systematic monitoring of emissions in accordance with international standards.



Energy (-)

The Saracakis Group of Companies recognizes that part of its activities still relies on energy derived from non-renewable sources, which places a burden on the environment and contributes to the inefficient use of natural resources. The operation of its facilities, workshops, buildings, and transportation activities within the supply chain increases energy demand, creating adverse impacts on the Group's environmental footprint.

For this reason, the Group implements targeted initiatives to reduce its dependence on non-renewable sources by investing in renewable energy, energy efficiency upgrades, and more efficient operating technologies. At the same time, it promotes electromobility solutions and digitalizes processes to reduce energy consumption, while systematically monitoring its energy performance through established standards and procedures.



Fuel Procurement Costs (Risk)

The Saracakis Group of Companies recognizes that the continued increase in fuel prices, combined with increasingly stringent regulations governing emissions and fuel quality, may reduce demand for internal combustion engine vehicles. As consumers shift toward more economical and efficient mobility solutions, rising fuel costs may lead to lower sales of the conventional vehicles represented by the Group.

At the same time, international climate policies and changing market preferences are reinforcing the trend away from internal combustion engine vehicles. As a result, pressure may be placed on the Group's revenue and profit margins in business areas that depend on the sale of conventional vehicles.

For this reason, the Group is also strengthening initiatives that reduce fuel consumption and limit its exposure to market fluctuations by investing in energy efficiency, cleaner technologies, and electromobility solutions, thereby gradually reducing its dependence on non-renewable sources and improving its operational resilience.

Extreme Climate Events (Risk)

The increasing frequency and intensity of events such as droughts, heatwaves, and abrupt changes in weather conditions represent a significant risk to the sectors in which the Saracakis Group of Companies operates, particularly the agricultural sector. The reduced productivity and financial pressures experienced by farmers may limit their ability to invest in machinery and equipment, affecting demand for and sales volumes of products related to agricultural activities.

To address these risks, the Group is considering the gradual strengthening of its operational resilience and the flexibility of its business model.

Environmental Compliance (Risk)

The Saracakis Group of Companies recognizes that its collaboration with international manufacturers such as Volvo, Honda, and Mitsubishi Motors requires a high level of environmental compliance. Failure to comply with the stringent sustainability standards and procedures established by its partners and the applicable regulatory framework may result in serious consequences, including loss of credibility, restricted market access, and increased compliance costs.

At the same time, this risk may directly affect the Group's reputation and business continuity, as the market is showing increasing sensitivity to environmental responsibility issues.

For this reason, the Group continues to strengthen its environmental management practices, implements certification systems, and works closely with its suppliers to ensure that its operations and products are aligned with the required sustainability standards.

The services provided by ENSER support its customers' compliance with Greek and European environmental legislation by adhering to the highest environmental protection standards throughout the entire service lifecycle, including collection, transportation, disposal, street sweeping, and cleaning operations.

Energy Optimization through Renewable Energy Sources (Opportunity)

The systematic optimization of energy consumption represents a significant opportunity for the Saracakis Group of Companies, as the implementation of its ISO 50001:2018-certified Energy Management System and the use of rooftop photovoltaic systems at its facilities in Athens support the transition to cleaner forms of energy. In this way, the Group reduces its dependence on non-renewable energy sources and strengthens its energy autonomy, aligning its operations with contemporary sustainable development requirements.



At the same time, the increased use of renewable energy contributes to lower operating costs and better protection against fluctuations in energy prices. The integration of photovoltaic systems, energy upgrades to facilities, and more efficient consumption practices enables the Group to operate with greater stability and predictability, while simultaneously reducing its environmental footprint and strengthening its overall operational resilience.

Access to Sustainable Finance (Opportunity)

The transition to more sustainable business practices creates significant financing opportunities for the Saracakis Group of Companies. Access to green bonds, sustainability-linked loans, and other financing instruments that reward responsible environmental performance provides the Group with an alternative and more competitive source of capital. Such financing can support climate-aligned investments, including electromobility infrastructure, renewable energy projects, and energy efficiency improvement programs.

At the same time, the use of sustainable financing strengthens the Group's financial flexibility and strategic resilience, while reinforcing the trust of business partners, customers, and financiers. By linking investments to environmental objectives, the Group can further strengthen its role in sustainable mobility and consistently support the climate transition of its activities.

Climate-resilient Insurance Products (Opportunity)

Growing customer awareness of climate change and the need for coverage against risks associated with extreme weather events create a significant opportunity for the Group's Apollon Insurance Services. As more businesses and individuals adopt climate change mitigation and adaptation measures, a growing market is emerging for insurance products that offer enhanced protection and address contemporary climate-related challenges.

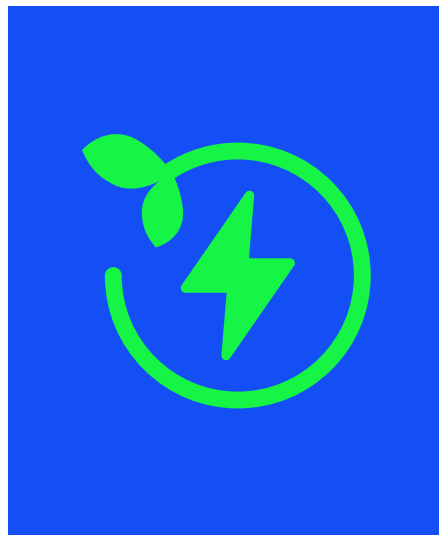
The development and provision of such products can strengthen the position of Apollon Insurance Services by opening new markets and expanding revenue streams.

Transition Plan for Climate Change Mitigation

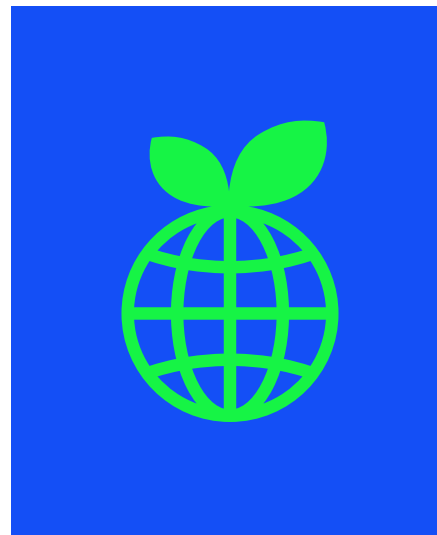
- E1-1

The Group is already implementing a series of coordinated initiatives that form the core of its approach to climate change mitigation. Although it has not yet adopted a standalone and formally approved Transition Plan, the initiatives currently in place focus on reducing the carbon footprint of its own operations, promoting clean energy, advancing sustainable mobility, and systematically improving the quality of emissions data.

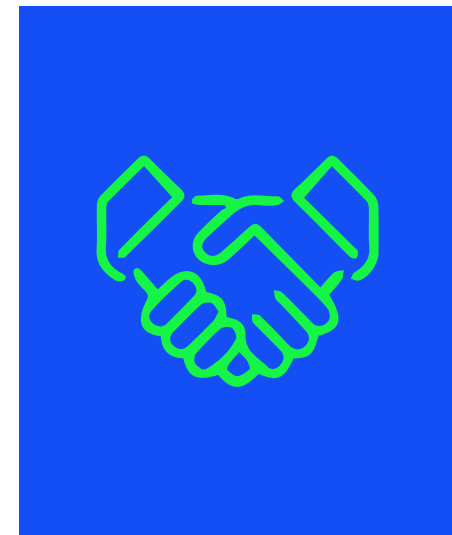
Within this context, the Group is implementing a range of measures that constitute its decarbonization levers and are intended to support, in practice, the transition to a low-carbon economy, with a focus on:



Strengthening energy management across its facilities, including the use of green electricity and targeted upgrades that reduce the environmental footprint of operations.



Promoting sustainable mobility through the provision of low- and zero-emission vehicles, while simultaneously developing supporting infrastructure that facilitates the adoption of electromobility in the market.



Collaborating with international manufacturers that have climate commitments and comply with European standards, with the aim of transferring know-how and applying it in practice to products and services.

These decarbonization levers are integrated into the Group's certified environmental and energy management systems (ISO 14001 and ISO 50001) through established procedures, controls, and management reviews. As these initiatives continue to mature, they are expected to be reflected in a comprehensive Transition Plan with clear targets, a defined timeline, and a monitoring methodology, further strengthening the link between climate-related actions and operational and financial planning.

Identification of Climate-related Risks and Scenario Analysis

• E1-2

Climate change creates two main categories of risks for businesses: physical climate risks and transition risks. Physical risks arise from climate events themselves, such as droughts, high temperatures, or storms, which can affect infrastructure, business operations, or even demand for products. Transition risks, on the other hand, are associated with the changes driven by the global effort to mitigate climate change, including new regulations, more stringent standards and legislative frameworks, technological developments, and changing market needs.

Based on this distinction, the Saracakis Group of Companies classified its most significant climate-related risks. The most significant physical risk concerns its subsidiary Sigma CVM Romania S.R.L., which was heavily affected by the severe droughts experienced in Romania in 2025. Specifically, reduced agricultural production led many producers to delay or postpone investments in agricultural machinery, directly affecting Sigma Romania's sales. This trend is considered likely to continue, as similar events are occurring with increasing frequency.

The Group's remaining significant risks are classified as transition risks. These mainly relate to rising fuel procurement costs resulting from more stringent environmental requirements, the market shift toward lower-emission technologies, and the need to comply with the high environmental standards required by the Group's international partners, such as Volvo, Honda, and Mitsubishi Motors. These are changes that are not directly linked to climate events themselves but rather to the global transition toward a low-carbon economy.

To assess these risks, the Group applied a simple but systematic process as part of its Double Materiality Assessment. Each risk was evaluated based on its likelihood of occurrence and the severity of its potential impact on the Group's activities over the coming years. At the same time, the assessment considered which parts of the Group are most affected, what data are currently available, and the extent to which impacts are related to operations, demand, or compliance with external requirements.

While this process does not yet constitute a fully developed climate risk analysis system, it provides a clear picture of where the most significant challenges lie and what areas need to be strengthened in the future.

Climate Change Resilience

• E1-3

The climate risk assessment conducted by the Saracakis Group of Companies provides an initial picture of how climate change may affect its activities in the coming years. Although the Group has not yet developed a comprehensive resilience analysis, the findings of the Double Materiality Assessment indicate the direction that the Group's strategy should follow in the coming years in order to adapt to these risks and reduce its exposure.

The market transition toward lower-emission technologies and changes in fuel costs are expected to affect customer demand and preferences in the automotive sector. This shift, however, is not only a challenge; it also creates an opportunity that the Group has already begun to leverage. The expansion of its range of electric and hybrid vehicles, together with equipment incorporating more efficient technologies, strengthens the Group's ability to respond to changing market conditions and helps it remain competitive in a rapidly evolving environment.

In addition, the increasing environmental requirements of the Group's international partners create a need for greater adaptability. Through practices such as the use of photovoltaic systems, green electricity, and energy management systems, the Group reduces its environmental footprint and enhances its compliance with modern standards, reducing its exposure to this risk. Although these initiatives are not part of a formal climate strategy, they serve as practical steps that strengthen the resilience of the Group's business model.

In Romania, the prolonged drought that affected the operations of Sigma CVM Romania S.R.L. during the reporting year highlighted how directly climate events can affect demand in specific market sectors. While such physical events cannot be controlled, the Group is considering addressing this challenge over the long term by strengthening its presence in other markets and promoting a more diversified portfolio of products and services that does not rely exclusively on the agricultural sector. The Group is also considering more flexible commercial models — such as leasing and financing solutions for agricultural equipment — to support customers during periods of uncertainty and reduce the impact of similar climate-related developments in the future.

In the coming years, the Group intends to further enhance data collection and the monitoring of climate trends in order to develop a more comprehensive understanding of the resilience of its strategy and integrate more systematic practices into its sustainability framework.

Policies for Climate Change Mitigation and Adaptation

- E1-4

The Saracakis Group of Companies has integrated environmental management and climate change response into its broader operating framework through certified management systems and established procedures that are implemented across all its subsidiaries. Although there is no separate, standalone policy dedicated exclusively to climate change, the Group's relevant principles and commitments are incorporated into its Environmental Management System (ISO 14001:2015) and Energy Management System (ISO 50001:2018), which serve as the primary framework for ensuring environmental responsibility.

These policies focus on compliance with applicable legislation, the continuous improvement of environmental performance, and the management of environmental aspects across the full range of the Group's activities.

Specifically:

Policy on Quality, Environment, and Occupational Health & Safety

The Quality, Environment, and Occupational Health & Safety Policy constitutes the Group's core operational framework for the responsible provision of services and the assurance of sustainable and safe operations. The Policy is aligned with ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 standards and incorporates practices that substantially contribute to reducing environmental impacts and, consequently, to climate change mitigation.

Under this Policy, the Group is committed to:

Complying with legislative and other requirements, including environmental requirements and best practices

Enhancing the energy efficiency of operations

Systematically identifying and managing environmental aspects and impacts

Continuously improving environmental performance through risk assessment, and regular review

Informing and training employees in order to strengthen environmental awareness and support the implementation of responsible practices

This Policy directly influences the Group's decarbonization actions, as it guides the adoption of measures aimed at reducing emissions.

Energy Management Policy

The Energy Management Policy, which is aligned with ISO 50001:2018, focuses on the systematic, rational, and efficient use of energy, with the objective of reducing energy consumption and the associated greenhouse gas emissions.

Under this Policy, the Group is committed to:

Optimizing the use of electricity and fuels

Providing the resources, expertise, and means required to achieve energy objectives

Complying with all legal and other requirements related to energy performance

Ensuring that energy objectives are specific, measurable, and realistic

Promoting energy-efficient processes and technologie

Systematically upgrading infrastructure and energy consumption monitoring systems

This Policy constitutes the primary mechanism through which the Group organizes its energy management activities in order to achieve meaningful emissions reductions through initiatives such as facility energy upgrades, the use of renewable energy sources, the development of electromobility infrastructure, and the digitalization of processes.

The implementation of these policies is supported through employee training and awareness, the integration of environmental considerations into decision-making, and internal control mechanisms that ensure continuous improvement. At the same time, the Group is gradually enhancing the transparency and quality of its data, creating a solid foundation for the future development of more comprehensive climate policies and targets.

Initiatives related to Climate Change Policies

- E1-5, E1-6

The Saracakis Group of Companies implements a series of targeted actions that contribute to climate change mitigation and energy management, creating a coherent and practical approach with a meaningful impact across its operations, facilities, and value chain.

Within this context, the Group implements the following actions:

Climate Change Mitigation Initiatives

Climate change mitigation actions aim to systematically reduce the Group's carbon footprint by limiting emissions generated from its operations, fleet, and supply chain. Through targeted initiatives that promote responsible mobility, the Group is advancing its transition toward a lower-emissions business model.

More specifically:

Electromobility and Low-emission Fuel Initiatives

In 2025, the Saracakis Group of Companies continued to systematically promote electromobility and the adoption of low- and zero-emission technologies through a comprehensive portfolio of products and solutions.

In the passenger vehicle sector, the Group promoted electric, plug-in hybrid, and mild-hybrid models through brands such as Honda, Volvo, Mitsubishi Motors, and Peugeot, while also serving as the exclusive distributor of Horwin electric motorcycles.

Similarly, in the heavy vehicle segment, the deployment of Volvo LNG trucks contributed to a 100% reduction in sulfur oxide emissions and up to an 80% reduction in nitrogen oxide emissions, supporting the transition toward cleaner transportation solutions in commercial transport.

82%

of the Saracakis Group of Companies' total vehicle fleet consisted of hybrid (HEV, PHEV) and battery electric (BEV) vehicles.

As the exclusive representative of Volvo Bus and Irizar Bus in Greece, the Group further increased the penetration of high-energy-efficiency solutions in urban transportation through buses characterized by low pollutant emissions and reduced noise levels, contributing to an improved quality of life in major urban centers.

The Group's overall contribution to electromobility is reflected in vehicle distribution figures by powertrain type, which include significant shares of plug-in hybrid (PHEV), hybrid electric (HEV), and battery electric vehicle (BEV) models from Volvo Cars, Mitsubishi Motors, and Honda, as well as the exclusive distribution of Horwin electric motorcycles. In addition, the corporate fleet was further enhanced with low-emission vehicles, with a significant proportion of corporate cars now consisting of electric and hybrid models. **In 2025, 82% of the Saracakis Group of Companies' total vehicle fleet consisted of hybrid (HEV, PHEV) and battery electric (BEV) vehicles⁵.**

Finally, as part of promoting advanced zero-emission solutions for industrial applications, in 2025 the Group delivered the world's first Volvo FE Flusher/Cleaner electric truck to OFC Aviation Fuel Services S.A. at Athens International Airport. The vehicle, based on the Volvo FE electric chassis and equipped with a specialized superstructure manufactured by PROFATEC, has been designed to perform two critical functions within the airport fuel supply system: fuel quality sampling and fuel pipeline cleaning. The fully electric operation of both the vehicle and its superstructure contributes to the decarbonization objectives of the airport's infrastructure, while the technical support provided by the Group further confirms its role as a trusted provider of specialized solutions for critical industrial applications.

⁵Further information is provided at the end of this section in the table presenting vehicles distributed by the Saracakis Group of Companies by engine type.

Environmentally Sustainable Partnerships

- Collaboration with international manufacturers (including Honda, Volvo, Mitsubishi Motors, Peugeot Motocycles, Irizar, and others) that adopt advanced sustainability strategies aligned with international frameworks and standards such as TCFD, SBTi, CDP, and SASB.
- Support for the transition to a sustainable and responsible supply chain, including chemical management in accordance with SCIP and REACH requirements.
- Implementation of environmental and operational requirements established by OEMs, such as the Volvo Retail Experience and the Retail Sustainability Toolkit, with the aim of enhancing environmental performance across the retail network.
- Compliance with specialized partner programs, such as the battery collection and proper management programs implemented by Honda and Mitsubishi.
- Integration of sustainability practices and continuous alignment with manufacturers' climate objectives, supporting the decarbonization of the vehicle and machinery industry.

Energy Efficiency Initiatives

Energy efficiency actions focus on optimizing energy consumption and reducing the Group's operating costs through technological upgrades, improved processes, and targeted interventions in facilities and equipment. By adopting solutions that reduce energy waste and increase resource efficiency, the Group strengthens the resilience and long-term sustainability of its operations.

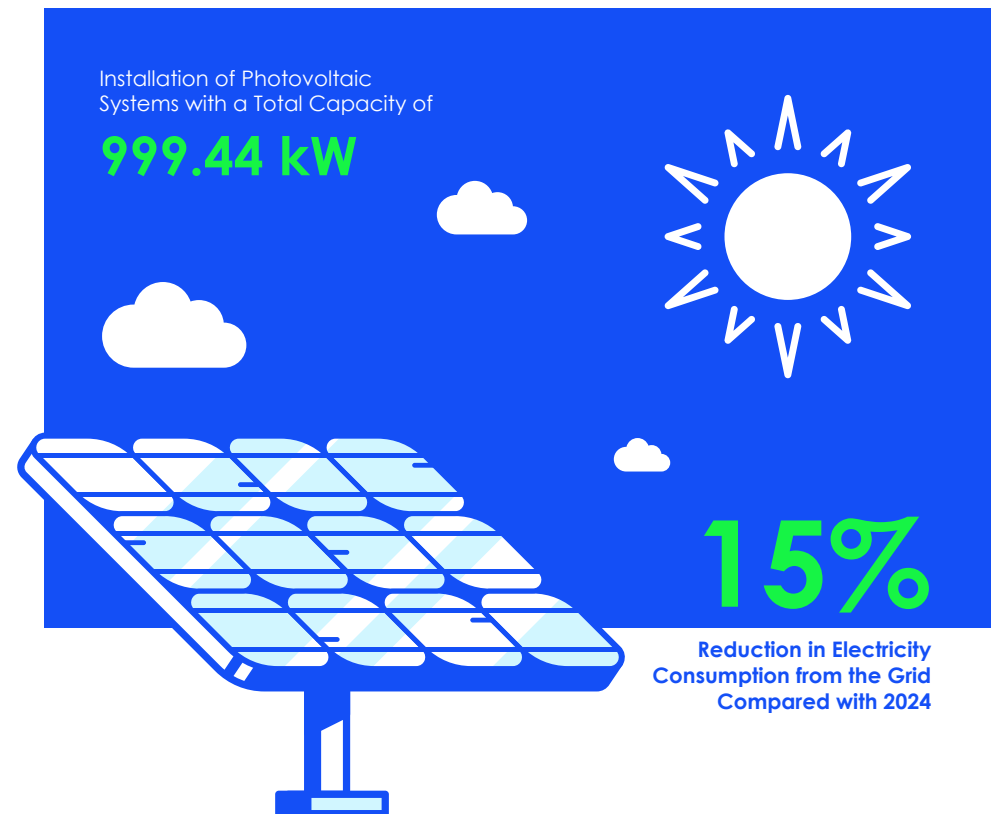
These actions focus on the following:

- Implementation of an ISO 50001:2018 Energy Management System aimed at improving energy efficiency, monitoring energy consumption, and reducing operating costs.
- Continuous monitoring of energy consumption by facility and function as part of the Group's efficiency strategy.
- Optimization of building infrastructure in Athens and Thessaloniki to support the operation of an electrified fleet and reduce energy losses.

More specifically:

Energy and Renewable Energy Sources

- Installation of photovoltaic systems with a total capacity of 999.44 kW on the rooftops of the Group's facilities on Athinon Avenue, contributing to reduced dependence on the electricity grid and reducing the Group's energy and carbon footprint. A 15% reduction in electricity consumption from the grid compared with 2024 was achieved as a result of investments in renewable energy sources and improvements in the energy efficiency of facilities.
- Operation of 16 vehicle charging stations at the Group's facilities, supporting electromobility and reducing transportation-related emissions.
- Use of electricity sourced 100% from renewable energy at the Group's headquarters on Athinon Avenue through the purchase of Guarantees of Origin.



Infrastructure Resilience and Business Continuity

- Infrastructure upgrades (e.g., electrical installations, charging stations, and fuel management systems) aimed at reducing the impacts of rising temperatures and extreme weather events.
- Optimization of operations and energy load management to enhance resilience to fluctuations in demand and energy availability.

To achieve the above actions related to addressing climate change and improving energy efficiency, the Group relied on two key initiatives:

GHG Emissions Accounting and Monitoring

The Group recorded and systematically calculated all Scope 1, Scope 2, and Scope 3 emissions, with total Scope 3 emissions amounting to 578,962 t CO₂e and accounting for the largest share of the Group's emissions footprint.

Employee Training and Customer Awareness

Specialized external training programs were conducted on electromobility-related topics, including battery technology, safety, charging infrastructure, and the applicable regulatory framework. In addition, extensive internal training was delivered to the Group's technicians, with a focus on electromobility, safety, and the required technical procedures. Furthermore, a customer and public awareness program was implemented to promote the benefits of electromobility through technology demonstrations, the provision of informational materials, and support for electric vehicle test drives.

Within this framework, the Group organized both online and in-person certification programs, including Honda Cars' "Electrified Powertrain Technician" certification, providing specialized training to the relevant engineers on Honda's electrification strategy. Similar training programs were also delivered by Mitsubishi Motors.

The Group also continues to invest systematically in the training and certification of its technicians through collaborations with recognized vocational training and lifelong learning institutions, as well as the manufacturers it represents.

The Group's objective is the continuous enhancement of technical skills related to electromobility and high-voltage technologies through training programs that combine both theoretical and practical content.

In 2025, specialized training programs were delivered to Honda and Mitsubishi technicians on high-voltage systems and new vehicle technologies, while external training programs were also conducted on Volvo's electromobility and hybrid technologies. Knowledge acquired through the "Train the Trainers" programs is transferred to the authorized repair network, ensuring high levels of expertise and quality service. The Group also supports initiatives that promote sustainable mobility, such as its collaboration with the Prometheus Eco Racing Team of the National Technical University of Athens (NTUA), while actively informing the public and customers about the benefits of electromobility through targeted communications, digital content, and opportunities to test electric and hybrid vehicle models.



Potential Initiatives

Sustainable Finance

Access to green financing instruments represents an immediate and practical option for the Saracakis Group of Companies. The Group is already exploring specific solutions, such as green bonds and sustainability-linked loans, with the aim of securing capital under more favorable terms. These funds will primarily be directed toward investments in the electric fleet and charging infrastructure, accelerating the implementation of the Company's climate transition strategy. The utilization of such instruments constitutes a short-term priority and is already under active consideration.

More specifically, as part of its efforts to promote sustainable development and support sectors facing increasing climate-related challenges, in 2025 the Saracakis Group of Companies entered into a strategic partnership with Piraeus Bank to provide financing for agricultural vehicles and equipment. This initiative contributes to strengthening the resilience of the primary sector by offering modern financing solutions for farmers, businesses operating in the sector, and professionals investing in technologically advanced and energy-efficient machinery.

The partnership forms part of the Group's broader strategy to support sustainable forms of production and accelerate the transition to high-efficiency machinery with a lower environmental footprint. Specifically, through its partnerships with Massey Ferguson and Manitou, the Group offers a broad portfolio of agricultural equipment, including agricultural tractors, haymaking machinery, balers, combine harvesters, cultivators, as well as telematics and precision farming solutions.

ENSER's activities that fall within the scope of the circular economy are considered a preferred sector for financing by the Greek banking industry. As a result, a significant portion of the company's vehicle fleet has already been financed on favorable terms by financial institutions such as Credia Bank.

Climate-resilient Insurance Products

The intensifying climate crisis and the increasing frequency of extreme weather events create a significant commercial and strategic opportunity for Apollon Insurance Services. Consumers and businesses that recognize climate-related risks are increasingly adopting mitigation and adaptation measures—from enhanced building infrastructure and fire protection systems to flood protection solutions and digital risk-monitoring sensors. These customers represent a growing market segment with lower insurance risk, as preventive measures reduce both the frequency and severity of losses. Apollon Insurance Services therefore has the opportunity to attract and insure a lower-risk customer segment with higher profit margins and greater predictability.

To fully capitalize on this opportunity, Apollon Insurance Services can develop products that are aligned with emerging climate conditions and the market's actual needs. Solutions such as parametric insurance for wildfires or floods, business continuity coverage, property insurance based on climate-risk pricing models, and products specifically designed for green infrastructure represent the next stage in the evolution of the market. Through this approach, Apollon Insurance Services can not only diversify its revenue streams and enter new market segments, but also strengthen the resilience of its portfolio by balancing overall risk and stabilizing its financial results. This opportunity can serve as a foundation for the rapid growth of Apollon Insurance Services as a modern, climate-smart insurance company.

It should be noted that, during the current reporting period, the Saracakis Group of Companies had not established environmental targets. Nevertheless, it monitors the effectiveness of its policies and initiatives through its existing management systems and established procedures.



Energy Consumption

• E1-7

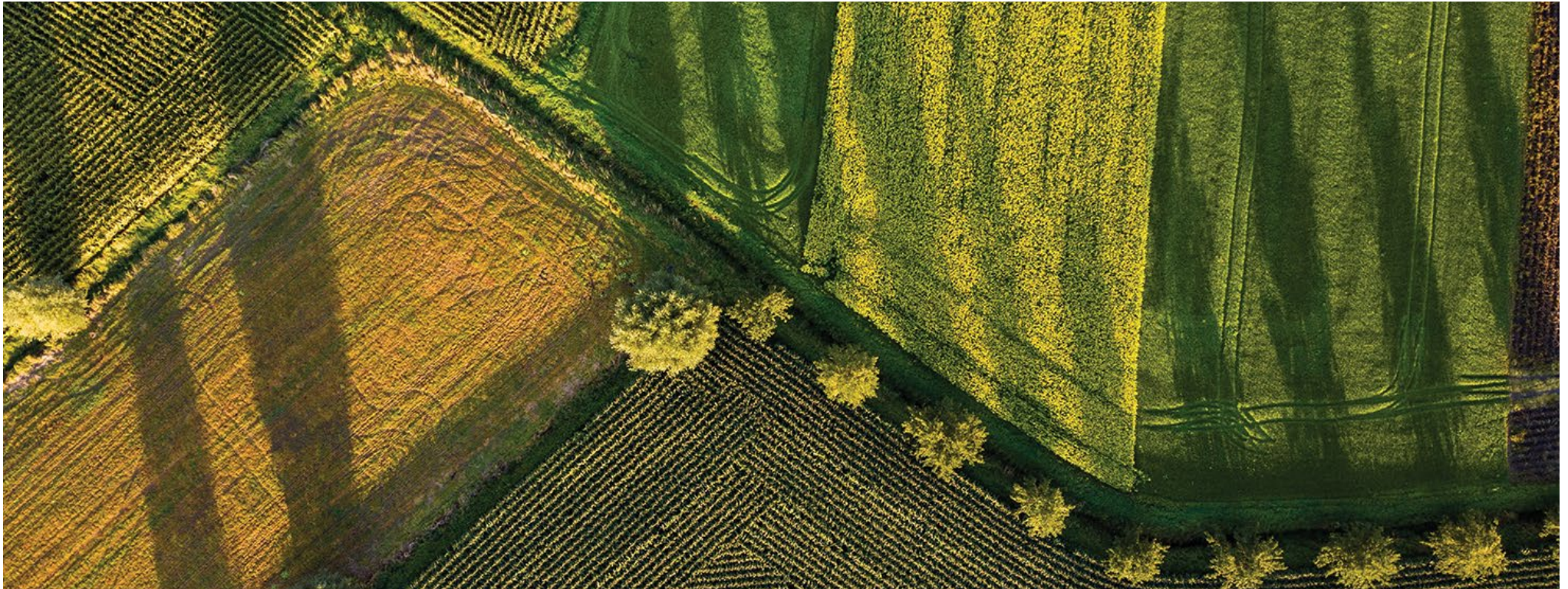
Energy Consumption within the Organization

MWh	2025	2024	2023
Energy Consumption from Fossil Fuels	15,718.63	12,707.82	1,787.14
Natural Gas	243.04	0.55	Information not Available
Petrol	2,462.60	2,158.98	915.92
CNG	188.75	0	0
Diesel Fuel	12,560.67	10,230.81	585.91
Heating Oil	220.74	237.54	226.62
LPG	42.83	71.50	58.68
Electricity Consumption from Renewable Sources	1,759.76	1,738.26	1,658.88
Electricity from Photovoltaic Panels	806.52	426.09	0.00
Electricity Consumption from Renewable Sources (with Guarantees of Origin / GOs)	953.24	1,312.17	1,658.88
Electricity Consumption from Non-renewable Sources	917.62	891.92	363.45
Total Electricity Consumption	2,677.38	2,630.18	2,022.34
Electricity Sold	315.85	2.58	0.00
Total Energy Consumption	18,396.06	15,335.42	3,809.48

Table 5. Energy Consumption within the Organization

Notes:

- The 2024 and 2025 data are reported at the Group level and are therefore not comparable with 2023, as they also include emissions from subsidiaries outside Greece, namely SIGMA CVM ROMANIA S.R.L., SIGMA Bulgaria SJSC, and the newly acquired ENSER.
- No heating, cooling, or steam was sold during the reporting years.
- Natural gas consumption relates exclusively to the facilities of SIGMA CVM ROMANIA S.R.L.
- The non-renewable electricity consumption reported for 2025 relates to the facilities of SIGMA CVM ROMANIA S.R.L. and SIGMA Bulgaria SJSC, the Thessaloniki offices, and other Group facilities, excluding the headquarters located at 71 Athinon Avenue, Athens.
- For the calculation of total energy consumption for 2024, individual monthly consumption data obtained from HEDNO were used to ensure the accuracy of the photovoltaic electricity generation data.



Energy Intensity (MWh/thousand euros)	2025	2024	2023
Energy Consumption Within the Organization (MWh)	18,396.06	15,335.42	3,809.48
Normalization Factor (Saracakis Group of Companies Net Revenue (thousand euros))	300,136	285,673	221,200
Energy Intensity (MWh/thousand euros)	0.06	0.05	0.02

Table 6. Energy intensity

Notes: • To determine energy intensity, the normalization factor used for 2023 was the net revenue of the Saracakis Group of Companies.
 • To determine energy intensity, the normalization factor used for 2024 and 2025 was the net revenue of the following companies: J. D. Saracakis Commercial and Holding S.A., Saracakis Brothers S.A., ENSER S.A., Apollon Insurance Services, Apollon Insurance Brokers S.A., SIGMA CVM ROMANIA S.R.L., and SIGMA Bulgaria SJSC.

Carbon Footprint

• E1-8

Direct GHG Emissions (Scope 1)

† CO ₂ e	2025	2024	2023
Corporate Vehicles	4,053.02	3,362.07	416.93
Stationary Sources (Space Heating)	110.13	66.47	60.39
Total Direct GHG Emissions (Scope 1)	4,163.15	3,428.54	477.32

Table 7. Direct GHG Emissions (Scope 1)

Indirect GHG Emissions (Scope 2)

† CO ₂ e	2025	2024	2023
Location-based GHG Emissions (Scope 2)	436.17	554.72	702.34
Market-based GHG Emissions (Scope 2)	244.60	284.78	158.46

Table 8. Indirect GHG Emissions (Scope 2)

Notes:

- The 2024 and 2025 data are reported at the Group level and are therefore not comparable with 2023.
- 2023 was selected as the base year for performance quantification, as it was the first year of sustainability-related disclosures.
- The standards, methodologies, assumptions, and/or calculation tools used for the calculation of Scope 1 emissions are based on the GHG Protocol Standard and the Greek Climate Law (Law 4936/2022).
- No biogenic emissions were recorded for 2023-2025.
- The Group recalculated its Scope 1 GHG emissions for 2023 and 2024 in order to maintain methodological consistency across reporting years.
- The greenhouse gases included in the calculations are: CO₂ (carbon dioxide), CH₄ (methane), and N₂O (nitrous oxide). HFCs (hydrofluorocarbons) and SF₆ (sulfur hexafluoride) emissions were zero. Emissions of PFCs (perfluorocarbons) and NF₃ (nitrogen trifluoride) were not recorded.
- The operational control approach has been applied to determine the organizational boundaries of measurement.
- The following GWP values from the [IPCC Fifth Assessment Report](#) were used: (CO₂: 1, CH₄: 28, N₂O: 265)

Notes:

- The 2024 and 2025 data are reported at the Group level and are therefore not comparable with 2023, as they also include emissions from subsidiaries outside Greece, namely SIGMA CVM ROMANIA S.R.L., SIGMA Bulgaria SJSC, and the newly acquired ENSER. 2023 was selected as the baseline year for performance quantification, as it was the first year of sustainability-related disclosures.
- The standards, methodologies, assumptions, and/or calculation tools used for the calculation of Scope 2 emissions are based on the GHG Protocol Standard and the Greek Climate Law (Law 4936/2022).
- The greenhouse gases included in the calculations are: CO₂ (carbon dioxide), CH₄ (methane), and N₂O (nitrous oxide). Zero emissions were reported for HFCs (hydrofluorocarbons) and SF₆ (sulfur hexafluoride). Emissions of PFCs (perfluorocarbons) and NF₃ (nitrogen trifluoride) were not recorded.
- The operational control approach has been applied to determine the organizational boundaries of measurement.
- The following GWP values from the [IPCC Fifth Assessment Report](#) were used: (CO₂: 1, CH₄: 28, N₂O: 265)

Other indirect GHG Emissions (Scope 3)

The Scope 3 GHG emissions categories that were calculated comprehensively cover all relevant emissions-generating categories across both the upstream and downstream value chain of the Saracakis Group of Companies, as identified through the materiality assessment conducted for each category.

[Other Indirect GHG Emissions \(Scope 3\)](#)

† CO ₂ e	2025	2024
Scope 3 GHG Emissions	578,961.77	557,976.42
Cat. 1: Purchased Goods and Services	5,672.38	5,274.59
Cat. 2: Capital Goods	91.63	105.15
Cat. 3: Fuel - and Energy - related Activities	1,262.38	1,471.53
Cat. 4: Upstream Transportation and Distribution	2,911.34	7,864.11
Cat. 5: Waste Generated in Operations	6.00	21.13
Cat. 6: Business Travel	110.63	391.33
Cat. 7: Employee Commuting	410.95	541.63
Cat. 9: Downstream Transportation and Distribution	243.10	382.21
Cat. 11: Use of Sold Products	568,220.24	541,852.24
Cat. 12: End-of-life Treatment of Sold Products	33.12	72.50

Table 9. Scope 3 GHG Emissions

Notes:

- The Saracakis Group of Companies calculated Scope 3 GHG emissions for the first time in 2024 (base year); therefore, no data are available for previous years.
- The Group recalculated its Scope 3 GHG emissions for 2024, for Categories 1, 5 and 11 in order to maintain methodological consistency across reporting years.
- The greenhouse gases included in the calculations were: CO₂ (carbon dioxide), CH₄ (methane), and N₂O (nitrous oxide). No biogenic emissions were recorded.
- The operational control approach has been applied to determine the organizational boundaries of measurement.
- The emission factors used to calculate Scope 3 GHG emissions are sourced from the UK Department for Environment, Food & Rural Affairs (DEFRA), the most recent national emissions inventory, and a model developed based on the latest ELSTAT and EUROSTAT data on emissions by economic activity in Greece. The following GWP values from the [IPCC Fifth Assessment Report](#) were used: (CO₂: 1, CH₄: 28, N₂O: 265).
- Scope 3 GHG emissions were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard, using a combination of primary data and recognized GHG emission factors from sources such as DEFRA and Ecoinvent, supported by clearly documented assumptions where estimates were necessary.

GHG Emissions Intensity

kg CO ₂ e/thousand euros	2025	2024	2023
Normalization Factor (Group Net Revenue (thousand euros))	300,136	285,673	221,200
Direct GHG Emissions Intensity Scope 1 (kg CO ₂ e) / Normalization Factor	13.87	12.00	2.16
Indirect GHG Emissions Intensity Scope 2 Location-based (kg CO ₂ e) / Normalization Factor	1.45	1.94	3.18
Indirect GHG Emissions Intensity Scope 2 Market-based (kg CO ₂ e) / Normalization Factor	0.81	1.00	0.72
GHG Emissions Intensity Scope 1 & 2 Location-based (kg CO ₂ e) / Normalization Factor	15.32	13.94	5.33
GHG Emissions Intensity Scope 1 & 2 Market-based (kg CO ₂ e) / Normalization Factor	14.69	13.00	2.87
Other Indirect GHG Emissions Intensity Scope 3 (kg CO ₂ e) / Normalization Factor	1,929.00	1,859.08	Not Available Information

Table 10. GHG Emissions Intensity

Notes:

- The greenhouse gases included in the calculations are: CO₂ (carbon dioxide), CH₄ (methane), and N₂O (nitrous oxide). HFCs (hydrofluorocarbons) and SF₆ (sulfur hexafluoride) emissions were zero. Emissions of PFCs (perfluorocarbons) and NF₃ (nitrogen trifluoride) were not recorded.
- To determine Scope 1 and Scope 2 GHG emissions intensity for 2023, the normalization factor used was the net revenue of the following companies: J. D. Saracakis Commercial and Holding S.A., Saracakis Brothers S.A., Apollon Insurance Services, and Apollon Insurance Brokers S.A.
- To determine Scope 1, Scope 2 and Scope 3 GHG emissions intensity for 2024 and 2025, the normalization factor used was the net revenue of the following companies: J. D. Saracakis Commercial and Holding S.A., Saracakis Brothers S.A., ENSER S.A., Apollon Insurance Services, Apollon Insurance Brokers S.A., SIGMA CVM ROMANIA S.R.L., and SIGMA Bulgaria SJSC.

During 2025, Scope 1 direct emissions increased, primarily due to the expansion of ENSER’s waste management activities and the resulting increase in diesel fuel consumption.

From an energy perspective, a significant increase was recorded in self-generated electricity from photovoltaic systems, which more than doubled compared with 2024. This development reduced the need to purchase Guarantees of Origin, enhancing the Group’s energy self-sufficiency and improving its energy mix.

As a result, Scope 2 indirect emissions decreased, reflecting the increased contribution of renewable energy sources to overall energy consumption.

Scope 3 emissions increased overall, primarily reflecting the nature and composition of the Group’s emissions footprint, as the use of sold products (Category 11) includes emissions generated throughout the life cycle of the vehicles placed on the market and has consistently been the dominant contributor to the Group’s overall emissions footprint. This increase is largely attributable to the Group’s increased commercial activity and is expected to be positively influenced over time by the continued expansion of its portfolio of low- and zero-emission vehicles.

At the operational level, clear improvements were recorded in specific categories as a result of targeted actions undertaken by the Group:

- A significant reduction in the air transportation of spare parts (Category 4) through a shift toward lower-emission road transportation;
- A reduction in business travel;
- A substantial reduction in emissions from waste management (Category 5) through increased recycling and the use of specialized partners in Romania and Bulgaria.

Overall, the results reflect the growth of the Group’s activities alongside targeted improvements in specific areas such as energy, the supply chain, and resource management, further supporting the gradual reduction of its carbon footprint.

Saracakis Group of Companies Internal KPI

The Saracakis Group of Companies ensures that all its vehicles and machinery meet the highest safety standards by applying technical compliance procedures such as PDI, technical adaptations to ensure compliance with European requirements, and a certified ISO 9001 Quality Management System. In addition, the Group monitors and discloses the share of vehicles it markets by fuel type, as presented in the table below, and works closely with manufacturers to continuously increase the share of hybrid and electric models in line with European commitments for low- and zero-emission vehicles.



Vehicles Distributed by the Saracakis Group of Companies by Powertrain Type	Plug-in Hybrid Vehicles (PHEV)			Hybrid-mild Hybrid			Battery-electric Vehicles			Petrol			Diesel			CNG			LPG		
	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023	2025	2024	2023
Passenger Vehicles																					
Honda	13	13	-	62	62	80	13	13	20	12	12	-	-	-	-	-	-	-	-	-	-
Mitsubishi Motors	17	17	50	33	33	-	-	-	-	50	50	50	-	-	-	-	-	-	-	-	-
Volvo Cars	27	27	65	27	27	2	36	36	20	10	10	4	-	-	9	-	-	-	-	-	-
Maxus	-	-	-	-	-	-	57	-	-	-	-	-	43	-	-	-	-	-	-	-	-
Used vehicles	20	6	20	25	15	5	20	6	5	30	52	50	5	21	20	-	-	-	-	-	-
Machinery																					
Volvo Construction Equipment	-	-	-	-	-	5	-	-	10	-	-	-	100	100	85	-	-	-	-	-	-
Komatsu	-	-	-	-	-	5	-	-	10	-	-	-	100	100	85	-	-	-	-	-	-
Massey Ferguson	-	-	-	-	-	-	-	-	-	-	-	-	100	100	100	-	-	-	-	-	-
Manitou	-	-	-	-	-	-	-	-	-	-	-	-	100	-	-	-	-	-	-	-	-
Motorcycles, Scooters & ATVs																					
Honda	-	-	-	-	-	-	0.01	0.5	-	99.99	99.5	100	-	-	-	-	-	-	-	-	-
Peugeot	-	-	-	-	-	-	-	-	-	100	100	100	-	-	-	-	-	-	-	-	-
Horwin	-	-	-	-	-	-	100	100	100	-	-	-	-	-	-	-	-	-	-	-	-
Segway Powersports	-	-	-	-	-	-	-	-	-	100	100	100	-	-	-	-	-	-	-	-	-
Trucks																					
Volvo Trucks	-	-	-	-	-	-	3	8	30	-	-	-	97	92	60	-	-	10	-	-	-
Renault Trucks	-	-	-	-	-	-	-	-	30	-	-	-	100	100	60	-	-	10	-	-	-
Buses																					
Volvo Bus	-	-	-	-	-	-	-	-	50	-	-	-	100	100	50	-	-	-	-	-	-
Irizar Bus	-	-	-	-	-	-	-	-	50	-	-	-	100	100	50	-	-	-	-	-	-
Marine Engines																					
Honda Marine	-	-	-	-	-	-	-	-	-	100	100	100	-	-	-	-	-	-	-	-	-
Volvo Penta	-	-	-	-	-	-	-	-	-	-	-	-	100	-	-	-	-	-	-	-	-

Table 11. Vehicles Distributed by the Saracakis Group of Companies by Powertrain Type

ESRS E5 Resource Use and Circular Economy



ESRS E5 – Resource Use and Circular Economy

The Group's Approach

The Saracakis Group of Companies integrates impacts and opportunities related to resource use and the circular economy into its business practices, recognizing that its activities can affect the proper management of waste. The Group aims to minimize the quantities of waste generated and to implement recovery, reuse, and recycling techniques across its facilities, as well as throughout the life cycle of the vehicles it offers. At the same time, the market's transition toward more circular and efficient models is creating new growth opportunities.

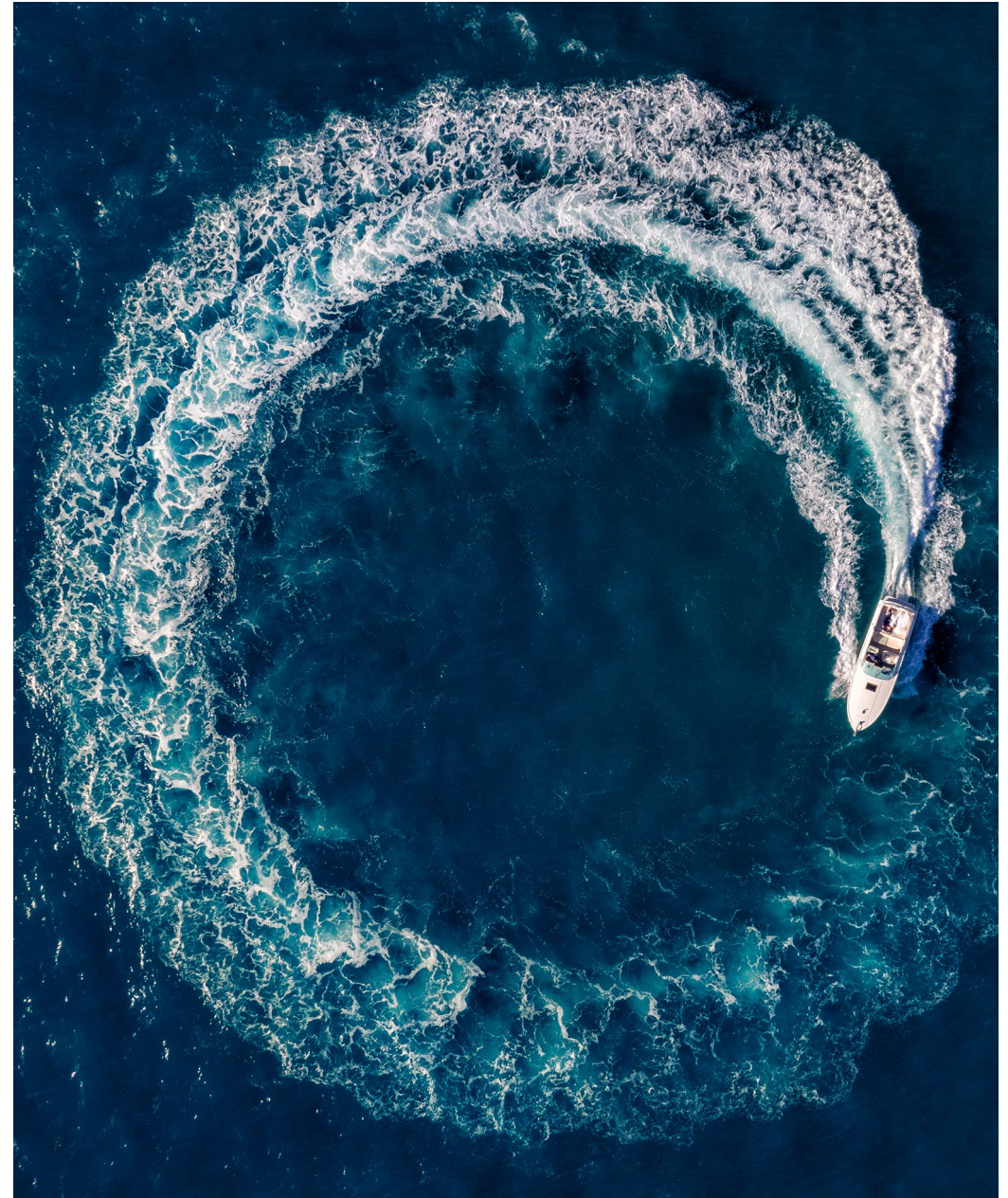
As part of the double materiality assessment, the Saracakis Group of Companies examined impacts (both positive and negative), climate-related risks, and opportunities associated with the business environment, its own operations, and market dynamics.

Negative Impact and Opportunity related to Resource Use and the Circular Economy

Generation of Hazardous and Non-hazardous Waste (-)

The Saracakis Group of Companies recognizes that the operation of its workshops, maintenance centers, and other facilities results in the generation of significant quantities of hazardous and non-hazardous waste. These include lubricants and mineral oils, oil filters, accumulators, batteries, chemicals, tires, metal materials, plastic and mixed packaging, as well as waste electrical and electronic equipment. The nature of these materials requires specialized management and involves risks of pollution and non-compliance with environmental requirements, negatively affecting the Group's overall environmental footprint.

For this reason, the Group implements structured and certified procedures for the collection, transportation, and disposal of waste, ensuring compliance with the applicable legislation. The Group collaborates with licensed Alternative Management Systems for the recycling of accumulators, tires, metal packaging, electrical equipment, and other special waste streams, while also implementing spare parts reuse programs, thereby supporting the circular economy. In addition, it promotes proper waste management at the points of waste generation, trains its partners, and monitors waste streams through established standards and its certified ISO 14001:2015 Environmental Management System.



Development of Circular Economy Services and Reduction of Hazardous Waste (Opportunities)

During the assessment, two significant opportunities were identified:

Strengthening Circular Economy Services through ENSER

The subsidiary Enser, specializing in waste collection and management, offers a distinct growth opportunity for the Group. In a market where both businesses and public authorities are increasingly turning to services that ensure genuine environmental compliance, Enser can significantly expand the Group's value creation. With its expertise in the collection and transport of solid waste, Enser is an ideal partner for any public or private entity seeking to design and implement separate waste collection schemes aimed at maximizing recycling and minimizing landfill disposal, in full compliance with European Directives. In this way, it has the potential to strengthen the Group's role in the fields of the circular economy and responsible resource management — both by supporting the Group's own operational needs and by providing high-quality services to external partners and end users.

Reduction of Hazardous Waste

The gradual shift of the market toward electric and hybrid vehicles creates a second opportunity for the Group: reducing the waste generated through the maintenance of internal combustion engine vehicles.

New-generation vehicles require significantly fewer consumables—such as lubricants, oil filters, and other materials classified as hazardous waste. As the Group expands its portfolio of electric and hybrid options and supports their market penetration, a long-term opportunity emerges to reduce the waste generated by maintenance activities.

This transition is not only a technological development; it is also directly linked to improving the Group's environmental performance and the gradual reduction of hazardous materials requiring specialized management.

Policies related to Resource Use and the Circular Economy

• E5-1

Responsible resource and waste management forms an integral part of the environmental culture of the Saracakis Group of Companies, even though the Group does not currently have a standalone policy dedicated exclusively to the circular economy. The Group is considering introducing such a policy in the future as its data monitoring processes mature and the principles of the circular economy become more deeply integrated into its operations.

At present, most of the Group's approach to waste and resource management is incorporated into its Quality, Environmental, and Occupational Health & Safety Management System, which is aligned with ISO 14001:2015 and ISO 45001:2018 standards. Through this framework, clear principles and established practices have been put in place to guide day-to-day operations, with the objective of minimizing waste generation and ensuring its proper management.

This policy includes the following key principles:

- Continuous efforts to minimize the quantities of waste ultimately generated by the Group through the application of best available recovery, reuse, and recycling techniques, wherever feasible.
- Safe management of hazardous waste generated through the Saracakis Group of Companies' operations.
- Compliance with applicable legal requirements. Membership in the Hellenic Recovery Recycling Corporation (HERRCO) and annual filing of the Group's waste generation declaration with the National Waste Producers Registry (NWPR).
- Daily collection and segregation for recycling of plastic, cardboard, iron, and wood packaging; batteries and accumulators; waste electrical and electronic equipment; lubricating oils; spare parts; and vehicle and machinery tires.
- Active employee participation: Employees receive training regarding their environmental responsibilities and participate in the submission of proposals aimed at reducing pollution.



Initiatives related to Resource Use and the Circular Economy

- E5-2, E5-3

As part of its commitment to responsible environmental management, the Saracakis Group of Companies has developed a comprehensive waste management system aimed at reducing environmental impacts while ensuring the optimal use of available resources.

This approach is based on structured procedures, partnerships with certified organizations, and the promotion of circular economy practices.

Waste Management

Key Activities and Waste Streams

The Group has developed a comprehensive management system covering more than twenty different waste streams generated from:

From workshops and body shops:

Lead-acid Accumulators	Lead-acid Batteries	Nickel-metal Hydride (NiMH) Batteries	Nickel-cadmium (NiCd) Batteries
Lithium-ion (Li-ion) Batteries	Oils and Waste Lubricants	Oil Filters	Mineral Oils
Heavy-duty Vehicle Batteries	Brake Fluids	Electrical and Electronic Equipment	Metal Objects Containing Residues
End-of-life Tires	Alkaline Batteries	Contaminated Absorbent Materials	

From the offices and vehicle showrooms of the Saracakis Group of Companies:

Plastic Packaging	Paper and Cardboard	Iron	Aluminum
Glass	Metal Packaging	Wood	Municipal Waste
Vehicle Fragments	Electrical and Electronic Equipment	Dismantled Parts and Materials	Tire Fragments

Appropriate protocols are applied to each category, with the objective of ensuring safe management, source separation wherever feasible, and material recovery through licensed partners.

Awareness and Training of the Network and Employees

The Group systematically informs its nationwide network of partner dealers, supporting them in adopting responsible recycling practices and the proper management of hazardous waste. For example, the Automotive Consumer Solutions technical department regularly issues circulars to the authorized dealer and repair network, providing guidance on best practices and obligations arising from Greek and European legislation.

At the same time, employees are regularly informed about the appropriate disposal points for their waste to ensure proper and safe management across all workplaces. Specifically, recycling bins have been installed by waste category (such as plastic and paper), facilitating source separation. However, the operation of the Group's facilities and workshops also generates mixed waste, primarily from packaging composed of multiple materials, making on-site separation more challenging. For this reason, such waste is collected in its entirety by an authorized waste management contractor for further processing.

Management of Hazardous Waste and Materials

The Group prioritizes the proper and safe handling of all hazardous waste streams, implementing practices that support material recovery and the reduction of environmental risks. In this context:

- Spare parts return and reuse procedures are implemented wherever technically feasible.
- Accumulators are collected and sent for recycling in full compliance with applicable regulatory requirements.
- For Electric Motorcycles 1-e, contractual arrangements with consumers and end-users require the return of batteries at the end of their useful life.
- All user manuals have been converted into digital format, reducing paper consumption.
- BEV, Hybrid, and PHEV batteries are managed in accordance with manufacturers' requirements, ensuring their safe collection and withdrawal from service.
- Cooperation with certified systems, such as Re-Battery S.A., ensures that battery collection and recovery are carried out under procedures approved by the Hellenic Recycling Agency (EOAN).



Partnerships Supporting the Circular Economy

The Group promotes circular economy practices through strategic partnerships with suppliers that seek to reduce waste and maximize the reuse of materials. Indicatively:

- Honda has established a long-term objective of transitioning entirely to sustainable resources and achieving operations with zero environmental impact by 2050, an objective actively supported by the Group.
- Honda's initiatives related to material recycling, second-life use of batteries, and resource recovery are also reflected in its collaboration with the Group.
- Partner companies prioritize the repair of equipment before replacement whenever this is technically feasible.
- Metal motorcycle transportation crates are systematically reused, reducing the need for new raw materials.
- Many used spare parts are returned to suppliers for remanufacturing (e.g., compressors, alternators, and clutches), providing consumers and end-users with high-quality and more cost-effective alternatives. The withdrawal of specific spare parts is always carried out in accordance with procedures established by the Group and the manufacturers.

Key Partners

The Saracakis Group of Companies maintains long-standing and ongoing partnerships with both Collective Alternative Management Systems and licensed companies for the proper management of waste, with the objective of preventing any form of environmental impact arising from substances and materials generated through the Group's activities.

The key partners and their respective activities are presented below:

Sunlight Recycling: Recycling of lead-acid accumulators.

Re-Battery: Recycling of lead-acid accumulators, nickel-metal hydride (NiMH) batteries, and lithium-ion (Li-ion) batteries that are either in critical condition or have been damaged.

SNAM France / Envirochem Greece: Recycling of lithium-ion (Li-Ion) and nickel-metal hydride (Ni-MH) batteries originating from Honda vehicles.

Ecoelastica: Recycling of vehicle tires.

SUK Hellas: Recycling of oil filters, containers, antifreeze, absorbent materials, brake fluids, and waste from paints and varnishes containing organic solvents.

Cigaret Cycle Zero: Recycling of cigarette butts.

CYTOP: Recycling of oils, lubricants, and other maintenance fluids from vehicles and construction machinery.



All of the above initiatives form part of the Group's Certified Environmental Management System, which is aligned with the international ISO 14001:2015 standard, ensuring continuous improvement, compliance, and responsible environmental practices.



Vehicle Recycling

The Saracakis Group of Companies has consistently remained at the forefront of environmental responsibility and strives to continuously improve the environmental performance of its products by minimizing their adverse impacts to the greatest extent possible. As a pioneering vehicle importer, the Group actively promotes initiatives that enhance the recyclability of the vehicles it places on the Greek market.

In this context, the Group collaborates with the Alternative Vehicle Management of Greece (EDOE)⁶ for the lawful and proper management of vehicles at the end of their life cycle.

⁶EDOE operates as a Collective Alternative Management System, approved by the Hellenic Recycling Agency (EOAN), and is responsible for the proper and lawful recycling of vehicles in Greece. The operation of the System is governed by Presidential Decree 116/2004 and the provisions of Law 4496/2017.



Return and Reuse of Spare Parts

Another important contribution of the Saracakis Group of Companies to the circular economy is the provision of remanufactured spare parts through a structured process for collecting components at the end of their life cycle. The spare parts are collected at a central location, where they are sorted and subsequently either reused, remanufactured, or recycled by the original manufacturer. This process extends the useful life of components and promotes the responsible use of resources while reducing the need for the production of new materials.

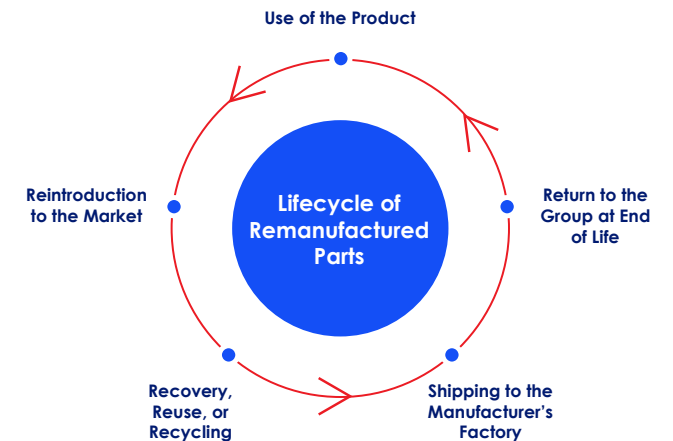
It applies to key components of engines, gearboxes, final drive systems, hydraulic systems, and electronic components. The spare parts are collected from across Greece, transported to Athens, and then sent to the respective suppliers for further processing. In particular, critical vehicle and construction machinery components from Komatsu, Massey Ferguson, Volvo, and Renault are returned by consumers and end-users to the Group and subsequently sent to manufacturers' facilities for remanufacturing and reintroduction to the market. This practice has been consistently implemented for the past 15 years, while also providing economic benefits to consumers and end-users, as remanufactured spare parts are offered at significantly reduced prices (approximately 30-50% lower), while maintaining the reliability and warranty of genuine parts.

Recycling of Accumulators

The Saracakis Group of Companies ensures the proper and responsible management of used or damaged vehicle accumulators with the objective of preventing environmental pollution and recovering their materials through recycling and reuse processes.

The majority of the lead-acid accumulators collected are sent for processing at the facilities of the Sunlight Group, where they are used in the production of secondary lead. At the same time, the safe management of accumulators in critical condition or damaged accumulators—including lead-acid, NiMH, and Li-ion batteries—is carried out through Re-Battery S.A., the approved alternative accumulator management system.

As part of its collaborations with Honda and Mitsubishi Motors, the Group follows established procedures for the collection and return of batteries from hybrid and plug-in hybrid vehicles. Honda batteries are sent to SNAM, while Mitsubishi Motors batteries are sent to SNT Europe B.V. In addition, lithium-ion batteries are transported to manufacturers' facilities for remanufacturing, contributing to the sustainable management of critical resources and the extension of material life cycles.



Resource Outflows

- E5-5

During the reporting period, the Saracakis Group of Companies had not established quantitative targets related to the circular economy. Nevertheless, the tables below present consolidated quantitative data on hazardous and non-hazardous waste at the Group level.

Non-hazardous Waste

Tones (t)	2025			2024			2023		
	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal
Plastic	3.34	3.34	0.00	7.36	7.36	0.00	7.30	7.30	0.00
Paper and Cardboard Packaging	61.64	61.64	0.00	95.36	94.86	0.50	60.66	60.66	0.00
Wooden Packaging	43.30	43.30	0.00	68.67	68.37	0.30	72.51	72.51	0.00
Glass	0.73	0.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ferrous Metals	110.32	110.32	0.00	87.83	87.31	0.52	129.22	129.22	0.00
Aluminum Materials	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Metals	10.57	10.57	0.00	7.86	7.86	0.00	9.93	9.93	0.00
Mixed Packaging	186.83	186.83	0.00	182.64	182.64	0.00	190.58	187.73	2.85
Organic Waste	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mixed Waste	6.14	0.00	6.14	25.00	0.00	25.00	0.00	0.00	0.00
Used Tires	17.02	17.02	0.00	1.89	1.75	0.14	5.98	5.98	0.00
Synthetic Materials	0.22	0.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Automotive Parts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Waste Electronic and Electrical Equipment	0.00	0.00	0.00	0.07	0.07	0.00	2.17	0.00	2.17
Cigarette Butts	0.02	0.02	0.00	0.02	0.02	0.00	0.02	0.00	0.02
Mixed Municipal Waste	0.00	0.00	0.00	0.00	0.00	1.46	0.00	0.00	0.02
Catalytic Converters	0.00	0.00	0.00	5.71	5.71	0.00	Information not available		
Total	440.13	433.99	6.14	482.41	455.95	27.92	478.37	473.33	5.06

Table 12. Non-hazardous Waste

Hazardous Waste

Tones (t)	2025			2024			2023		
	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal	Generated Waste	Waste Diverted from Disposal	Waste Sent for Disposal
Lead-acid Batteries	38.66	38.66	0.00	28.93	28.93	0.00	15.40	15.40	0.00
Nickel-metal Hydride Batteries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NiCd Batteries (nickel-cadmium)	0.00	0.00	0.00	0.00	0.00	0.00	0.09	0.09	0.00
Lithium-ion Batteries	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Oils (Synthetic or Non-chlorinated Engine, Gearbox, and Lubricating Oils)	96.39	96.39	0.00	87.23	87.06	0.17	81.22	81.22	0.00
Lubricants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Paint Residues	2.96	2.96	0.00	1.75	1.75	0.00	0.85	0.85	0.00
Absorbent Materials (Cloths Containing Grease or Fuel Oil Residues)	0.76	0.76	0.00	1.17	0.91	0.26	1.05	1.05	0.00
Plastic Packaging Containing Hazardous Substances	8.39	8.39	0.00	8.56	8.25	0.31	4.70	4.70	0.00
Antifreeze Containing Hazardous Substances	1.54	1.54	0.00	1.12	1.12	0.00	0.00	0.00	0.00
Alkaline Batteries			0.00	4.49	4.49	0.00	0.03	0.03	0.00
Solvents	0.04	0.04	0.00	0.03	0.03	0.00	0.04	0.04	0.00
Oil Filters	16.11	16.11	0.00	12.86	12.66	0.20	15.29	15.29	0.00
NMC batteries (Lithium-nickel-manganese-cobalt oxide)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Toner Cartridges	0.00	0.00	0.00	0.27	0.27	0.00	Information not available		
Total	164.85	164.85	0.00	146.41	145.47	0.94	118.67	118.67	0.00

Table 13. Hazardous waste

Notes: • The 2024 and 2025 figures represent Group-wide data for the Saracakis Group of Companies.

• Non-hazardous waste data for 2024 and 2023 have been revised following clarifications provided by the waste management company.

Waste Diverted from Disposal through Recovery Operations	2025	2024	2023
	Offsite	Offsite	Offsite
Hazardous Waste (t)			
Recycling	164.85	145.47	118.67
Non-hazardous Waste (t)			
Recycling	433.99	455.95	473.33

Table 14. Waste Diverted from Disposal through Recovery Operations



Supplementary Environmental and Social Responsibility Initiatives

The Saracakis Group of Companies implements additional voluntary initiatives with environmental and social impact, contributing to environmental awareness, the protection of natural ecosystems, and the promotion of a culture of responsibility within and outside the Group.

We Hike We Protect – Well-being and Environmental Awareness Initiative



The Saracakis Group of Companies implemented the "We Hike We Protect" initiative, combining employee well-being activities with environmental awareness as part of its Corporate Responsibility and Sustainability initiatives. Addressed to Group employees, the initiative aimed to foster a corporate culture that encourages volunteering, physical activity, and engagement with the natural environment.

The initiative included an organized hike on Mount Parnitha, a cleanup activity involving waste collection, and participatory activities designed to strengthen teamwork and positive interaction among participants. Through this experiential initiative, employees had the opportunity to enhance their physical and mental well-being while also increasing their awareness of environmental protection.

The initiative concluded with employees being recognized for their participation, reinforcing a sense of contribution and active engagement. Initiatives such as We Hike We Protect reflect the Group's commitment to building a healthy, participatory, and environmentally responsible working environment.



Support for the Hellenic Wildlife Care Association ANIMA



The Saracakis Group of Companies has long supported the work of the Hellenic Wildlife Care Association ANIMA, contributing to the protection of biodiversity and wildlife affected by natural disasters, with particular emphasis on the impacts of wildfires.

During the summer months, ANIMA handles an increased number of cases involving wildlife suffering from burns, dehydration, and exhaustion as a result of wildfires and extreme temperatures. The Group's support enhances the organization's ability to provide immediate care and rehabilitation to animals affected by the impacts of climate change and environmental degradation.

Through its long-standing cooperation with specialized environmental organizations, the Saracakis Group of Companies further enhances its contribution to ecosystem protection and to addressing the consequences of the climate crisis, integrating support for wildlife into its broader framework of responsible and sustainable operations.



Support for the Hymettus Northeastern Sector Civil Protection Volunteers Association



In 2025, the Saracakis Group of Companies continued its support for the Hymettus Northeastern Sector Civil Protection Volunteers Association (SEPPVATY), strengthening its operational capabilities during the demanding wildfire protection season. This initiative forms part of the Group's commitment to the protection of human life and the natural environment.

Specifically, the Group provided the Association with an all-terrain vehicle (ATV) equipped with a firefighting pump and additional equipment to support prevention activities, forest protection efforts, and rapid response operations in hard-to-reach areas. In addition, informational hazard warning flags were donated and installed at key locations within the area of responsibility of SEPPVATY, contributing to prevention efforts and raising environmental awareness during the summer season.

Through its collaboration with volunteer civil protection organizations, the Saracakis Group of Companies actively supports local communities and contributes to initiatives aimed at reducing the risks associated with natural disasters, as part of a responsible and sustainable approach to business operations.



Participation in the Global "Earth Hour 2025" Campaign



Remaining true to our commitment to operating sustainably and as part of our Corporate Responsibility initiatives, we took part in a symbolic yet meaningful action by switching off all lights in our buildings, illuminated signs, and showroom displays at our headquarters on 71 Athens Avenue.

In doing so, together with millions of people, communities, and businesses around the world, we united to send a powerful message of action for environmental protection and the fight against the climate crisis. In 2025, a total of 118 countries participated in My Hour for Earth.



We Care for Our Cats. We Care for Our People.



As part of our corporate social responsibility initiatives – and with a primary focus on safeguarding the health and safety of our employees as well as protecting animal welfare - we continue the sterilization, vaccination, and deworming of the cats that reside within our headquarters in Athens.

In collaboration with the NGO Alma Libre, which focuses on animal rescue, and with the valuable support of our people, we once again safely retrieved cats from the premises and safely transported them to a veterinarian. There, they were sterilized, vaccinated, and dewormed before being returned to our headquarters on 71 Athinon Avenue, Athens.





SARACINS
GROUP OF
COMPANIES

Social

ESRS S1 Own Workforce



ESRS S1 – Own Workforce

The Group's Approach

- S1-3, S1-4

At the Saracakis Group of Companies, people are at the center of its day-to-day operations and long-term growth. Every employee, regardless of role or employment arrangement, is an integral part of the Group's success.

The Group systematically assesses how its activities, value chain, and partnerships affect its people. Particular emphasis is placed on creating a safe working environment, ensuring stable and decent employment, providing training, supporting work-life balance, promoting gender equality, and preventing violence and harassment in the workplace.

Amid significant technological and operational changes in the industry — including electrification, digitalization, new ways of working, and the growing need for sustainability — the Group encourages employees to adapt and develop new skills that respond to evolving business needs. The adoption of a digital mindset and a commitment to continuous learning are key elements in maintaining a dynamic and modern workplace.

Through performance recognition practices, skills development, the promotion of collaboration, and the reinforcement of professional conduct and a customer-centric culture, the Group ensures the attraction and retention of talent. These values enhance performance, foster innovation, and contribute to the creation of a workplace that responds to employees' needs while supporting the organization's long-term sustainability.



Within this framework, “**Our Way of Working**” sets out the skills and behaviors considered critical to the present and future success of the Group:

1 Find Opportunities: Challenging the status quo, we continuously explore both our internal and external environment to identify opportunities for improvement and solutions to critical problems. Opportunities related to our work, teams and operation that will contribute to the growth of our company. We discover new ideas and solutions that will evolve both ourselves and our teams.

2 Focus on Customer: We put a great deal of effort into understanding our customers, both external and internal. Gaining deeper insights into how they experience our products and services, which their pain points are, and how they benefit from our offerings, is essential to our success. In serving their needs, we pursue our business with environmental, social and cultural sensibility.

3 Think and Act Digitally: We constantly explore and experiment with digital tools in order to understand how they can add value and better satisfy the needs of our co-workers and customers. We dare to try newly introduced digital solutions, using a constructive feedback approach to improve their performance. We take concrete steps along new digital pathways, while accepting the initial discomfort that may produce major gains at a later phase. However, we avoid the mindless adoption of any new shiny technology, if it does not clearly connect with the human-centric needs of the intended users.

4 Establish Connections: We cultivate the power of teams, networks and partnerships in order to create more value than would be possible working alone. We exhibit flexibility and adaptability to understand the ever-changing needs of other parties and develop awareness of our own needs and demands. Ultimately, we build “bridges” by taking the interests of all stakeholders into account, by addressing their main concerns and desires, and above all, by serving an expressed common purpose that makes sense to all.

5 Develop Self and Others: We believe in the power of personal growth and we aim to inspire others to grow. We continuously search for opportunities to learn something new and consciously take ourselves and others somewhat outside of our comfort zone. Although we do this as a habit, we often remind ourselves how these learning paths and explorations can become useful for our work and our clients. With a people-first approach, we act as coaches and mentors for others to do the same.

Through this skills framework, the Group empowers its people to thrive in an ever-changing environment and contribute to its dynamic long-term growth and development.

At the same time, the Group continuously evaluates the effectiveness of its policies and initiatives relating to its own workforce, leveraging existing management processes, internal reviews, and structured feedback received from employees. This systematic monitoring enables the early identification of areas for improvement and the adjustment of practices to better respond to the actual needs of its people. As the Group evolves and reshapes its priorities, it is exploring the establishment of targeted indicators and objectives for critical workforce management topics in a manner that reflects its future direction and the evolving requirements of its operating environment.



Its Workforce

The Saracakis Group of Companies employs people across a range of roles and working arrangements that support the Group's day-to-day operations.

The workforce consists primarily of full-time employees on either permanent or fixed-term contracts,

staffing key functions such as sales, customer service, accounting, and human resources, and contributing directly to service quality and to building trust with consumers and end-users. The Group also collaborates with self-employed professionals who support critical functions such as transportation, warehousing, and technical support, particularly during periods of increased demand.

Positive and Negative Impacts and Risks related to Own Workforce

Secure Employment (+,-)

The Saracakis Group of Companies contributes positively to ensuring stable and secure employment by complying with labor legislation and the principles set out in its Code of Conduct. The Group ensures adequate staffing where required, avoids excessive workloads, and promotes work-life balance. Stability, transparency and fair treatment encourage employee development and strengthen trust.

However, when considering the period beyond 2028, insufficient staffing levels or the creation of unstable and insecure jobs could have adverse impacts by increasing feelings of insecurity and reducing employee engagement. Understaffing, an unbalanced distribution of workloads, or the absence of timely corrective actions may lead to burnout, reduced productivity, and increased workplace stress.

Health and Safety (+,-)

The Saracakis Group of Companies contributes positively to employee health and safety through the implementation of a comprehensive and certified Occupational Health and Safety Management System (ISO 45001), which includes regular inspections, risk assessments, systematic training, and the provision of appropriate personal protective equipment. At the same time, the Group implements well-being initiatives that promote physical and mental health and create a safer workplace with a lower likelihood of accidents or occupational strain.

However, in the medium term, namely beyond 2028, inadequate implementation of protective measures, delayed risk identification, or the absence of effective reporting procedures may result in adverse impacts by increasing the risk of workplace accidents or psychological distress. Shortcomings in prevention, training, or the monitoring of working conditions may reduce employees' sense of safety and undermine their trust in the employer.



Work-life Balance (+)

The Saracakis Group of Companies actively supports employees' work-life balance by offering benefits and leave arrangements that support family care and well-being. The Group provides enhanced benefits, including additional leave days, supportive policies for parents, insurance coverage, financial benefits, and flexible arrangements where feasible. Through fair policies and respect for employees' personal lives, the Group ensures that employees have the time and support they need for their families and daily lives.

Measures Against Workplace Violence and Harassment (+)

The Saracakis Group of Companies applies a zero-tolerance policy toward violence and harassment, supported by established reporting procedures, training, and awareness initiatives. The whistleblowing process, the prompt investigation of incidents, and the promotion of psychological safety create a workplace founded on respect and dignity, helping prevent violence and harassment.

Training and Skills Development (+)

The Saracakis Group of Companies invests in the development of its employees by providing training and continuous learning opportunities. In 2025, the Group delivered 6,720 training hours, significantly enhancing employees' technical and professional skills. At the same time, the Group promotes equal access to training, fair treatment, and opportunities for professional development, supporting a working environment that enables employees to grow and develop.



Gender Equality and Equal Pay for Work of Equal Value (-)

Inequalities in pay, career advancement opportunities, or access to positions of responsibility may reinforce perceptions of unfairness and erode trust in management. In addition, disparities arising from rapid technological developments or from roles requiring new skills may disproportionately affect certain groups of employees, such as women, new employees, or parents, limiting their equal participation in and access to development opportunities. Unequal treatment negatively affects employee morale and motivation and may discourage participation in developmental or executive roles.

Risk of Non-compliance with Ethical Principles relating to Violence, Harassment, and Workplace Conduct

Non-compliance with ethical principles, as well as inadequate prevention of or response to incidents of violence and harassment, may arise from ongoing technological developments (e.g., changes to reporting procedures), the continuous expansion of the workforce (e.g., new hires and varying levels of familiarity with policies), increasing regulatory requirements (e.g., stricter oversight and new compliance obligations), and heightened awareness among employees and stakeholders. These factors create the need for the continuous updating of policies, procedures, and training. Any shortcomings in communication, timely reporting, or the proper management of incidents may lead to significant legal and regulatory penalties, increased incident management costs, a higher risk of employee turnover, and damage to the Group's reputation.

Policies related to the Group's Own Workforce

• S1-1

The Saracakis Group of Companies applies a comprehensive framework of policies and procedures for managing the material impacts, risks, and opportunities related to its own workforce. These policies include:

Code of Conduct

The Group's Code of Conduct establishes the framework of principles and responsible business conduct that applies to all employees, suppliers, and external partners. It outlines the Group's fundamental principles and values and defines the key obligations relating to ethics, compliance, and respect for human rights.

The Code includes guidance on compliance with labor and regulatory requirements, the prevention of harassment, health and safety, conflicts of interest, information protection, fair and equal treatment, fair competition, and responsible business practices. It serves as a reference point for day-to-day operations and supports a culture of integrity and transparency.

For further information, see the Governance section.

Implementation of and compliance with the Code of Conduct are monitored and supported by the Group's functions, including Human Resources Department, Legal Department, Internal Audit Department, Unit Managers/Supervisors, and the management teams of the individual business units.

Policy on Quality, Environment, and Occupational Health & Safety

The Saracakis Group of Companies applies a unified Policy on Quality, Environment, and Occupational Health & Safety, supported by an integrated Management System certified under the ISO 9001, ISO 14001, and ISO 45001 standards. This Policy establishes the framework of principles, procedures, and obligations governing the Group's operations, with the objective of delivering reliable services, promoting environmental responsibility, and ensuring safe and healthy working conditions. The Management System includes:

- Structured procedures for identifying and assessing risks
- Continuous employee training
- The implementation of prevention and emergency preparedness measures
- Performance monitoring and improvement mechanisms.

Employee participation is systematically encouraged, while cooperation with Management is promoted to enhance the effectiveness of Occupational Health and Safety measures and the quality of the services provided.

The Group fully complies with Greek and European legislation (including Law 3850/2010 on occupational health and safety), while responsibility for implementing and continuously improving the Management System lies with the relevant executives and operational functions.

Policy Against Violence and Harassment at Work

The Saracakis Group of Companies applies a zero-tolerance policy toward all forms of violence, harassment, and discrimination, with the objective of ensuring a safe and fair working environment based on respect and equal treatment.

The Policy:

- Applies to all employees and partners;
- Includes clear incident reporting procedures;
- Is based on international conventions, EU regulations, and directives incorporated into Greek legislation, including Law 4216/2013 on the "Ratification of the Council of Europe Convention on Action against Trafficking in Human Beings";
- Is available through the Group's intranet and fully accessible to all interested parties.

The Group takes all necessary measures to prevent, address, and manage incidents of workplace violence and harassment. Specifically, the Group:

- Fosters a working environment based on collaboration and mutual respect;
- Informs and raises awareness among employees through seminars and presentations;
- Organizes mental health workshops entitled "Our Mental Health Matters";
- Trains managers to identify and respond to incidents;
- Collaborates with an Occupational Physician to assess psychosocial risks;
- Encourages employees and third parties to report incidents;
- Regularly reviews the effectiveness of its measures and updates them where necessary.

In addition, the Group prohibits child labor and forced labor and fully complies with Greek legislation. These commitments will be presented in greater detail in the new Human Rights Policy currently under development.

Consultation and Reporting Mechanisms for the Group's Own Workforce

• S1-2

The Saracakis Group of Companies recognizes the importance of meaningful employee participation and maintains established mechanisms for two-way communication with its own workforce. Employees' views, ideas, and suggestions are collected through regular meetings with supervisors and managers, targeted thematic discussions (workshops), group and individual meetings, as well as annual or ad hoc employee surveys. This feedback is systematically used to support decision-making, helps identify areas for improvement, and contributes to the continuous enhancement of the day-to-day employee experience, ensuring that employees' perspectives are reflected in the Group's relevant initiatives.

Within this context, the Group applies its [Whistleblowing Policy](#), which establishes the framework for managing reports of violations within private-sector entities, in accordance with Law 4990/2022 and Directive (EU) 2019/1937.

The Policy aims to:

- Ensure compliance with applicable legislative requirements;
- Provide safe and effective channels for reporting violations;
- Safeguard the confidentiality of information and protect reporting persons from retaliation.

Employees may submit reports to their supervisor, manager, the Human Resources Director, the Legal Manager, Internal Audit, or Executive Assistants through the official channels established by the Policy. Reports are handled with impartiality, confidentiality, and respect for all parties involved.

The Group encourages employees to actively contribute improvement proposals through dialogue with Management, as provided for in the Code of Conduct.

Consideration of Vulnerable Groups' Perspectives

The Saracakis Group of Companies does not maintain separate procedures for collecting the views of vulnerable groups (e.g., women, migrants, persons with disabilities). All employees have equal opportunities to express their concerns through the anonymous reporting platform, with full respect for confidentiality.

Framework Agreement with Employee Representatives on Human Rights

The Group recognizes the importance of human rights and is committed to equal opportunities and fair treatment. No framework agreement with employee representatives is in place on this topic. The relevant principles are implemented through the Code of Conduct and the Policy Against Violence and Harassment at Work, both of which have been approved by the Board of Directors and communicated to employees.



Channels for Raising Concerns and Grievance Mechanism

To promote transparency and corporate integrity, the Group provides a reporting service (anonymous or named) for irregularities or violations that may affect the Group, human rights, society, or the environment. The service is available to all employees through an external platform [WhistleB, Whistleblowing Centre](#) and fully supports anonymous reporting and secure message exchange.

The process is protected by the applicable confidentiality and data protection framework, the Group's [Personal Data Privacy Policy](#), and all reports are managed in accordance with the Group's Whistleblowing Policy.

The Saracakis Group of Companies provides multiple reporting channels:

- Electronic reporting platform: [WhistleB, Whistleblowing Centre](#)
- **Internal reporting** to a Supervisor, Director, the Human Resources Department, the Legal Department, or the Internal Audit Department;
- **Reporting channels under the Policy Against Violence and Harassment at Work:**

 by email: renia.kremali@saracakis.gr

 by telephone: +30 210 3483374 / +30 694 0260596

 by post to: 71 Athinon Avenue, Athens, 10447, Greece, addressed to Ms. Zacharenia Kremali;

- Communication with the Designated Officer for Receiving and Monitoring Reports or through a trusted third party/intermediary.

The Saracakis Group of Companies systematically monitors the effectiveness of its reporting channels through regular internal audits. Each report is assessed by the Designated Officer for Receiving and Monitoring Reports (RRMO), who fully documents the handling process, gathers additional information when required, and takes appropriate action or, where necessary, refers the matter to the competent authorities.

The investigation process is carried out by authorized Group personnel (RRMO, Human Resources Department, Legal Department, Internal Audit), who assess the findings and determine the required corrective actions, such as disciplinary measures or additional training.

Where employees are involved, the Group provides appropriate support, informs the reporting person — where feasible — regarding the progress of the case, and ensures full protection against any form of retaliation.



Actions and Metrics related to Own Workforce

• S1-3

The Saracakis Group of Companies implements a range of actions and practices aimed at protecting, supporting, and developing its own workforce. These actions address the material topics identified in relation to its own workforce.

Secure Employment

• S1-5, S1-7

The Saracakis Group of Companies recognizes that today's work environment is evolving rapidly, which may create increased demands, pressure, or a sense of uncertainty for employees, particularly during periods of organizational change, growth, or increased workloads. For this reason, the Group implements a range of measures designed to ensure stable, secure, and supportive employment.

In this context, the Group:

- Maintains **clear role descriptions and responsibilities** so that employees understand the expectations and requirements of their positions.
- Applies **structured recruitment processes**, using digital tools and collaborating with hiring managers to ensure consistency and reliability in employee selection.
- Adopts **equal opportunity and non-discrimination principles** at all stages of recruitment and career development.
- **Continuously reviews workforce needs and positions** so that organizational structures and skills evolve in line with industry developments and employee needs.
- Ensures access to **health and safety** resources, including the Safety Technician and Occupational Physician, thereby strengthening employee protection and supporting both physical and mental well-being.

At the same time, the Group fully complies with applicable labor legislation in all countries where it operates, and 100% of its employees are covered by collective labor agreements⁷. This coverage ensures stable working conditions, predictable employment terms, fundamental labor rights, wage protection, and access to dispute resolution procedures.

These practices contribute to maintaining a safe, predictable, and healthy working environment, strengthening employment stability and the overall employee experience across the Group.

The tables present employee characteristics by gender for the Group's total workforce.

Number of Employees (Headcount) by Gender⁸

Reporting Period	2025	2024	2023
Men	716	616	342
Women	154	157	93
Total	870	773	435

Table 15. Number of Employees by Gender.

⁷Percentage of Group employees covered by the National General Collective Labor Agreement (%): The calculation of the indicator includes the percentage of employees working for the Group who are covered by the National General Collective Labor Agreement, regardless of whether they are additionally covered by sectoral or company-level agreements.

⁸Workforce data are presented at the Saracakis Group of Companies level, incorporating data from the following companies: Saracakis S.A., (J. D. Saracakis Commercial and Holding S.A., Saracakis Brothers S.A., Apollon Insurance Services, Apollon Insurance Brokers S.A), ENSER S.A., Sigma CVM Romania S.R.L. and Sigma Bulgaria S.JSC.

- Data collection was based on the headcount method (total number of employees). The data cover the Group's entire workforce and are derived from its Human Resources system. The data are reported as of the end of the reporting period (31 December 2025).
- The Saracakis Group of Companies did not maintain a system for recording the gender categories "other" or "not disclosed" during the 2023-2025 period.
- The higher number of male employees compared with female employees is attributable to the fact that approximately 48% of Saracakis S.A.'s workforce is employed in workshops and warehouses, where the majority of positions are held by men. On average, women represent approximately 34% of employees across the Group's remaining departments.
- Employees engaged under fixed-term contracts primarily consist of warehouse employees who replace staff during seasonal leave periods, as well as individuals in paid internship positions.

Number of Employees by Country

Reporting Period	2025	2024	2023	Reporting Period	2025	2024	2023
Greece ⁹	753	630	408	Number of Group Employee Departures (#)	449	291	73
Romania ¹⁰	90	119	-				
Bulgaria	27	24	27	Employee Turnover Rate (%)	54.66	48.18	17.33
Total	870	773	435				

Table 16. Number of Employees by Country.

Table 18. Number of Employee Departures and Employee Turnover Rate¹⁵

Number of Employees

Reporting Period	2025			2024			2023		
	Men 	Women 	Total 	Men 	Women 	Total 	Men 	Women 	Total
Number of Employees ¹¹ (#)	716	154	870	616	157	773	342	93	435
Number of Employees ¹² (#)	455	131	586	462	133	595	340	93	433
Number of Temporary Employees ¹³ (#)	261	23	284	154	24	178	2	0	2
Number of Full-time Employees (#)	713	153	866	613	156	769	342	93	435
Number of Part-time Employees (#)	3	1	4	3	1	4	0	0	0

Table 17. Employees by Contract Type¹⁴, by Gender

⁹The workforce in Greece includes employees of Saracakis S.A. and ENSER S.A.

¹⁰Romania's workforce for 2023 was not available.

¹¹**Number of employees (total headcount) (#):** The calculation of the indicator includes all employees employed by the Saracakis Group of Companies, regardless of gender, contract type, or working hours.

¹²**Number of permanent employees (total headcount) (#):** The calculation of the indicator includes employees with indefinite-term (permanent) employment contracts.

¹³**Number of temporary employees (total headcount) (#):** The calculation of the indicator includes employees with fixed-term or project-based contracts.

¹⁴There were no employees engaged under non-guaranteed hours contracts during the 2023-2025 period.

¹⁵The figures have been compiled taking into account employee departures up to 31 December 2025.

Health and Safety of Own Workforce:

• S1-13

At the Saracakis Group of Companies, employee health and safety constitute a key priority and an integral part of the Group's day-to-day operations. The Group seeks to provide a working environment in which every employee feels safe, informed, and supported, through practices that meaningfully enhance prevention, care, and the well-being of its own workforce.

The percentage of employees covered by the Occupational Health and Safety Management System amounted to 100% in 2023, 2024, and 2025, demonstrating that all employees were covered by the Group's relevant procedures and measures.

The Group's main OHS actions include:

- Implementation of an ISO 45001-certified OHS Management System;
- Training on OHS matters and risk prevention;
- Provision of well-being and psychological support programs;
- Monitoring of OHS indicators and implementation of emergency preparedness drills;
- Compliance with policies for the safe use of equipment and the promotion of a safety culture.

The Saracakis Group of Companies fully informs all employees about the obligations and procedures related to the Quality and Occupational Health & Safety Management System, while encouraging collaboration and open dialogue with Management and promoting the reporting of potentially hazardous situations so that preventive measures and corrective actions can be implemented. The objective is to encourage the active participation of employees through suggestions and observations that contribute to the continuous improvement of the system. To ensure its effective implementation, the Group provides the necessary resources and has appointed a Management Systems Manager, who is responsible for ensuring compliance with the relevant standards and regulations. Management complies with all European and national occupational health and safety requirements, with the objective of maintaining a safe and well-organized working environment for all.

For the prevention, management, and regular assessment of occupational risks, the Group follows the requirements of ISO 45001:2018 and works closely with the Safety Technician and the Occupational Physician.



The Safety Technician is responsible for:

Monitoring working conditions:

- Regularly inspecting workplaces for health and safety compliance;
- Reporting deficiencies in health and safety measures and proposing corrective actions;
- Monitoring the proper use of personal protective equipment;
- Investigating the causes of workplace accidents and proposing preventive measures;
- Supervising fire safety and emergency alarm drills.

Improving working conditions:

- Informing and guiding employees on risk prevention;
- Participating in employee training on health and safety matters.

The Occupational Physician is responsible for:

- Conducting medical examinations upon recruitment or change of position;
- Carrying out medical examinations and workplace environment measurements;
- Assessing employee fitness for specific roles;
- inspecting workplaces and reporting deficiencies, including psychosocial risks and incidents of violence.

The Group also places emphasis on **identifying and managing opportunities for improvement in health and safety** through:

- Workplace walk-arounds using environment-specific checklists;
- An online tool allowing department managers to log and track issues directly related to facility and employee safety;
- Regular meetings with Department Managers;
- Annual surveillance audits and re-certification of the ISO 45001 system.

To **minimize risks**, safe working methods are applied, including:

- Mandatory use of personal protective equipment;
- Proper use, management, and maintenance of mechanical equipment.

At the same time, the Group **encourages the timely reporting of incidents and risks**. Employees may report OHS incidents — anonymously or by name — through the [WhistleB. Whistleblowing Centre](#) platform. In addition, supervisors at all locations have been instructed to systematically record both minor incidents and near misses. Where incidents are identified, for example during walk-arounds, they are recorded as observations and accompanied by proposed measures aimed at preventing recurrence.

In the area of emergency preparedness, the Group applies comprehensive procedures that include:

- Detailed instructions for earthquakes and fires;
- Roles and responsibilities for emergency response teams;
- Evacuation plans and emergency exit signage;
- Regular hazard inspections (covering obstacles, fire safety, and structural issues); preventive measures such as securing equipment and removal of hazardous materials
- Evacuation drills and employee awareness activities.

These procedures strengthen risk prevention and ensure an immediate and organized response to any incident, supporting the health and safety of all employees within the Group's own workforce.



To prevent risks associated with workplace accidents and occupational diseases, the following practices are implemented and objectives are established for employees of the companies of the Saracakis Group of Companies across all of its facilities in relation to occupational health and safety.

Objectives ¹⁶	Group Health and Safety Practices	Responsible Party	Performance Indicator
<p>Prevention of Workplace Accidents</p>	<ol style="list-style-type: none"> 1. Internal controls through inspections of work areas across all departments 2. Full implementation of the Occupational Risk Assessment Study (including its Appendices) 3. Meetings on Occupational Health and Safety issues with relevant department heads 4. Walk-around checklists covering: <ul style="list-style-type: none"> ◦ Use of Personal Protective Equipment (PPE); ◦ Compliance with safety instructions; ◦ Workplace signage; ◦ Facility-related issues directly associated with employee safety; 5. Recording of observations not included in the structured checklist, as well as feedback communicated directly by employees to personnel conducting the internal inspections during site visits. 6. Daily recording and management of Health and Safety incidents by departments through: <ul style="list-style-type: none"> ◦ Communication with the relevant Department Heads and the Human Resources Department; ◦ Presentations on Occupational Health and Safety matters; ◦ Anonymous reporting through the intranet; 7. Maintaining daily communication with the relevant departments 8. Delivery of induction training following recruitment 9. Annual training and presentations on Occupational Health and Safety issues for all Group employees 	<p>Health and Safety Team and Department Heads</p>	<p>Number of workplace accidents (of all types)</p>

¹⁶During Management's scheduled review of the Management System, the above objectives are reviewed and revised as part of the Group's ongoing efforts to ensure occupational health and safety and customer satisfaction.



Work-life Balance

• S1-14

The Saracakis Group of Companies places particular emphasis on supporting work-life balance, recognizing that employee well-being is a key factor in employees' long-term satisfaction and the Group's overall success. Through merit-based evaluation practices, development opportunities, and an enhanced package of benefits that goes beyond legal requirements, the Group creates an environment that promotes stability, family support, and the health and well-being of its employees.

Employee Evaluation and Benefits

The Saracakis Group of Companies is committed to ensuring a work environment founded on meritocracy, recognizing the knowledge, skills, and professional aspirations of its people. The Group considers the continuous development of its employees to be a key driver of both their personal and professional growth and the overall success of the Group.

The Human Resources Department ensures that every employee develops both personally and professionally through the following practices:

- 1 **Goal setting and performance evaluation** based on SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound), jointly defined by the employee and supervisor, approved by the relevant Directors and supported by the Human Resources Department;
- 2 **Annual recognition and rewards** for employees who demonstrate outstanding performance or exemplary behavior;
- 3 **Recognition of selected employees from each department** for their contribution to major projects and achievements;
- 4 **Career development opportunities** toward both management and specialist positions, with emphasis on internal promotion across all areas of the Group's operations in Greece, Romania, and Bulgaria;
- 5 **Succession planning** for key positions and the systematic preparation of internal candidates. It is worth noting that 85% of the Saracakis Group of Companies' management team (Directors and Managers) has advanced through internal promotion.

Employee Benefits

The Saracakis Group of Companies ensures a healthy, supportive, and attractive working environment by offering benefits and compensation that go beyond basic legal requirements. The Group systematically invests in the overall employee experience of its people, placing particular emphasis on well-being, safety, and long-term retention.

All employees (100%) were entitled to family-related leave²⁰ during 2023, 2024, and 2025, reflecting the Group's commitment to supporting families and promoting work-life balance.

The Group's strategic objective is to create conditions that foster a stable, merit-based, and inclusive work environment, enabling it to be an employer of choice for both current and prospective employees. The compensation and benefits process is fully aligned with applicable national legislation. At the same time, the Group invests in voluntary benefits that are provided regardless of contract type or duration.

These benefits²¹ are available to all employees (both fixed-term and indefinite-term employees) across all areas of the Group's operations and include:

Commission Schemes or Annual Bonus Arrangements ²² in Addition to Base Salary	Supplementary Medical and Pharmaceutical Coverage	Life Insurance	Permanent and Temporary Disability Coverage
Voluntary Retirement Plan (with Annual Administrative Costs Covered by the Employer)	Company Car / Fuel Card (Depending on Position Level or Job Responsibilities) and Parking Space	Wedding, Childbirth, Recognition, and Family Occasion Gifts	Gifts / Support for Employees' Children
Christmas Food Vouchers (In Addition to the Legally Mandated Christmas Bonus)	Travel Insurance (For Business Purposes)	Interest-free Loans for Serious Needs	Wellness, Well-being, and Skills-related Benefits
Additional Leave Entitlements (e.g., an Additional Six Months of Maternity Leave Beyond the Legally Required Period, Subject to agreement with the employer)	Blood Bank for Employees and Their Families	Mobile Phone/tablet Provided to Facilitate Employees in Carrying out Their Work	Training Sessions on Topics of Personal Interest for Employees and their Families
Annual Medical Check-up	Discounts for Employees and their Close Relatives on Group Products and Services, as well as on Products and Services Offered by Partner Companies	Subsidies for Undergraduate and Postgraduate Educational Programs	

²⁰**Family-related leave:** Family-related leave includes maternity leave, paternity leave, parental leave, and carers' leave provided for under national law or collective agreements. For the purposes of the ESRs, these terms are defined as follows: a. Maternity leave (also referred to as pregnancy leave): employment-protected leave for female employees taken around the time of childbirth (or, in some countries, adoption); b. Paternity leave: leave from work for the father or, where and insofar as recognized under national law, for the second parent, taken on the occasion of the birth or adoption of a child for the purpose of caring for that child; c. Parental leave: leave from work following the birth or adoption of a child to care for that child, as defined by each Member State; d. Carers' leave: leave from work for employees to provide personal care or support to a relative, or to a person living in the same household, who requires significant care or support for a serious medical reason, as defined by each Member State.

²¹No stock ownership plans are provided to employees.

²²The annual performance bonus is incorporated into each year's payroll and depends on the employee's performance evaluation, which is completed by 31 March. This bonus is only applicable to employees who do not receive sales commissions. Each job position is linked to either a commission scheme or an annual bonus scheme, depending on whether the role is sales-oriented or support-oriented.

Measures Against Violence and Harassment in the Workplace

• S1-16

Preventing and addressing incidents of violence and harassment is a fundamental prerequisite for the Saracakis Group of Companies in maintaining a safe and healthy working environment. The Group recognizes that such behaviors can seriously affect employees' psychological well-being, productivity, and sense of trust and, for this reason, applies a comprehensive protection framework.

In this context, the Group has established a zero-tolerance policy toward violence, harassment, and discrimination, which applies across all countries in which it operates (Greece, Cyprus, Romania, and Bulgaria). This Policy is based on international and European principles and guidelines, as incorporated into the respective national legal frameworks of each country, and is available to all employees through the corporate intranet. The Policy forms part of the Code of Conduct, with which the Group's own workforce, as well as partners and suppliers, are required to comply.

To prevent and manage such incidents, the Group:

Ensures a work environment based on respect and cooperation, where courtesy, honesty, and mutual trust are promoted;

Updates, in cooperation with the **Occupational Physician**, the **Occupational Risk Assessment Study**, incorporating **psychosocial risks**, including the risk of violence and harassment;

Informs and trains employees through seminars and presentations on the prevention, identification, and appropriate handling of incidents;

Provides targeted training to managers to enable them to identify relevant behaviors and provide the necessary support;

Provides **secure and confidential reporting channels**, including the **whistleblowing mechanism**, ensuring that employees can raise concerns without fear of retaliation;

Regularly assesses the effectiveness of prevention and management measures and updates procedures and controls whenever necessary;

Cooperates with **competent authorities** where required and provides access to **psychological support** where deemed necessary.

Despite the preventive measures and procedures in place, the risk of incomplete compliance with the policies against violence and harassment remains. This risk is primarily driven by factors such as ongoing technological developments and the introduction of new digital tools, the continuous expansion of the workforce through newly hired employees who require prompt familiarization with the relevant policies, and the Group's operations across multiple countries with different operational practices. These conditions make continuous communication, training, and compliance monitoring necessary to ensure the consistent and uniform implementation of the relevant measures.

No incidents of discrimination were recorded within the Group during 2023, 2024, and 2025.

At the same time, the Group supports employees' freedom of expression and participation by maintaining open channels of communication through regular meetings, internal communications, and ISO procedures.

The tables below present the relevant incidents, reports, and severe human rights impacts relating to human rights matters within the Group.

Reporting Period	2025	2024	2023
Total Number of Incidents of Discrimination, Including Harassment (#)	0	0	0

Table 20. Total Number of Incidents of Discrimination, Including Harassment²³

Reporting Period	2025	2024	2023
Total Number of Human Rights Violation Incidents (Excluding Discrimination) (#)	0	0	0

Table 21. Number of Human Rights Violation Incidents Excluding Discrimination Incidents Presented in the Previous Table.

²³Number of incidents of discrimination, including harassment(#): The indicator includes the total number of work-related incidents of discrimination based on gender, racial or ethnic origin, nationality, religion or beliefs, disability, age, sexual orientation, or other related forms of discrimination involving internal and/or external stakeholders across all activities during the reporting period. This includes incidents of harassment as a specific form of discrimination.

Reporting Period	2025	2024	2023
Total Amount of Fines, Penalties, and Compensation (€)	0	0	0

Table 22. Total Amount of Fines, Penalties, and Compensation Resulting from Incidents Disclosed in the Financial Statements During the Reporting Period.

Training and Skills Development

• S1-12

Internal Training

The Human Resources Department of the Saracakis Group of Companies designs and implements training programs based on modern talent development principles, with the objective of strengthening employees' skills and professional prospects. Training remains one of the core pillars of the Group's human resources strategy, and the Group systematically invests in employee training, development, and empowerment initiatives.

As part of these efforts, the Group implements extensive training, development, and employee empowerment programs.

Approach and Design Principles

1 Equal Opportunities in Employee Training and Development:

Line managers and the Human Resources Department hold annual one-on-one meetings with employees, during which career development paths and professional objectives are jointly defined.

2 Diverse Training Formats:

The Group develops a variety of learning formats, including classroom training, training academies, e-learning platforms, experiential learning, assessment centers, and structured coaching, particularly for newly hired employees or employees assuming more demanding roles.

3 Investing in the Group's People:

Partial or full sponsorship of long-term training programs delivered in collaboration with external training providers and academic institutions for selected employees who have consistently demonstrated high performance and exemplary professional conduct.

4 Development of Specialized Expertise:

The Group provides advanced technical training for mechanics and diagnostic electricians working in its workshops and body shops, as well as in passenger vehicle service centers in Athens and Thessaloniki. Employees also have access to technical training opportunities provided by global manufacturers such as Volvo, Komatsu, Honda, Mitsubishi Motors, and Massey Ferguson.



Scope of Training Topics²⁴

Health and Safety

Training Title	Description
CPR/AED	Certified training in cardiopulmonary resuscitation and the use of automated external defibrillators
HSE Induction (Also Delivered at Apollon Insurance Brokers S.A. and ENSER S.A.)	Introductory training on health and safety principles, accident prevention, and safe working practices within the organization
First Aid Seminar	Practical and theoretical training in first aid, emergency response, and defibrillator use
Trauma/first Aid	Specialized training in trauma management
Safe Use of Lifting Equipment	Safety rules for the operation of lifting equipment
Safe Execution of Hot Work	Safety protocols for work involving open flames or spark generation
Dangerous Goods Management	Safe transport and storage of hazardous materials (ADR)
Fire Service / Fire Safety Seminar (Also Delivered at Apollon Insurance Brokers S.A.)	Training in fire safety, fire extinguisher use, and building evacuation procedures

²⁴Note: No transitional support programs are provided to former employees upon retirement or termination of employment.

Business Administration

Training Title	Description
Business Strategy Specialization	Strategic planning, competitive analysis, and decision-making
Dealership Brand Ambassador	Training on brand representation and customer experience
Executive MBA	Graduate-level management program for senior executives
International MBA	International graduate program in Business Administration
Master in Business Administration (MBA)	Graduate degree in Business Administration
Master's in Financial Management	Graduate specialization in Financial Management
MSc. in Business Administration, Analytics and Information Systems	Graduate program in business administration, analytics, and information systems
Human Resource Management: HR for People Managers Specialization	Training for managers in leading and developing their teams (HR skills)
Feedback Culture	Seminar on fostering a culture of constructive feedback
NPS and the Customer	Training on measuring customer satisfaction through the Net Promoter Score (NPS)
Professional Standards	Training on compliance with professional standards and the Code of Conduct
Quiet Quitting in Greece: Strategic Challenges and Business Opportunities	Seminar on employee engagement and emerging workplace trends
Relationship Management and Business Development	Professional relationship management and new market development
Selling Service and Warranty	Sales techniques for maintenance agreements and warranty products
Strategic Leadership and Management Specialization	Strategic leadership and managerial effectiveness
Successful Negotiation: Essential Strategies and Skills	Development of negotiation and dispute-resolution skills
The Dealer Business Model	Analysis of dealership operations and profitability
The science of mind and decision making specialization	Study of psychological mechanisms in decision-making
Upskilling Business Specialization	Business skills enhancement program
Volvo Thrive	Volvo culture and development program

Technical and Administrative Skills

Training Title	Description
Accounting and Taxation for Practitioners	Updates on tax and accounting changes and their practical application
Aftersales Configurator - Accessory Kits Order Integration	Training on the accessory ordering system and integration with the AGCO Parts Shop
AG101 - AGCO Power Engine Introduction	Introduction to the technology and mechanical operation of AGCO engines
AG102 - AGCO GIMA Transmission Introduction	Technical analysis of GIMA transmission systems
AG211 - AGCO F&V Chamber Round Balers: Core Technical / Business	Specialized training in the operation and maintenance of F&V Chamber Round Balers
AG306 - AGCO MF/FT Walker Combines: Advanced	Advanced technical training on combine harvesters
APCS01 - TTT - AGCO Power Engine Training	Train-the-trainer program for the AGCO CORE engine series
Basic Electric	Fundamental electrical principles for technical personnel
Braking System EBS	Technical analysis and diagnostics of Electronic Braking Systems (EBS)
Cash Flow Management	Cash flow management and forecasting techniques to maintain liquidity
Certified Internal Auditor - CIA 2025	Preparation for the global Certified Internal Auditor certification (Becker)
ChatGPT: Master Free AI Tools to Supercharge Productivity	Use of ChatGPT and other AI tools to improve productivity
Close Protection Fundamentals	Fundamental principles of executive protection and facility security
Defensive/Tactical Driving	Safe and tactical driving techniques for special operating conditions
Digital Upskilling	Development of digital skills to support the digital transition
English for International Business Communication	Enhancement of business communication and professional terminology in English
Excel Basics for Data Analysis	Fundamentals of using Excel for data analysis and organization
Firearms-armed protection	Training in the safe use and management of protective firearms
Foundations of Project Management	Principles of project planning, implementation, and monitoring
Full Stack Web Development	Training in software programming and web development
Gen AI Bootcamp	Intensive workshop on the use of Generative AI in everyday work
Global Procurement and Sourcing Specialization	Strategic procurement and global supply chain management
Google AI Essentials Specialization & Introduction to Marketing	Combined training in AI fundamentals and modern marketing
Google Data Analytics Professional Certificate	Certified training in large-scale data analytics
Honda Auto - Masterclass "FIX-IT-FIRST TIME"	Technical seminar on accurate diagnosis and first-time-right repairs
Honda Moto "New Models 2025"	Presentation and technical analysis of the 2025 motorcycle range
Honda Motorcycles Train the Trainer High Voltage Qualification	Trainer certification for work on high-voltage vehicles (EPL1)
Information Technology (IT) Fundamentals for Everyone	Basic IT and cybersecurity knowledge for all personnel
IntelliJ IDEA Essentials	Training in the use of the IntelliJ development environment for software projects
International Travel Preparation, Safety, & Wellness	Preparation, safety, and wellness for international business travel
IPS 40 Professional Platform	Specialized training on the IPS professional platform
Machine Installation Principles	Principles and procedures for the proper installation of machinery and equipment

Technical and Administrative Skills

Training Title	Description
MAXUS AFS & Technical / Business Training	Technical training and aftersales support for the Maxus brand
MF 3 Specialty E-Learning	Digital training on the MF 3 specialty tractor series
MF101 – MF Product Introduction	Introduction to the Massey Ferguson product range
MF102 - Review of the historic range of Massey Ferguson tractors	Historical overview and technical analysis of earlier MF tractor series
MF118 - MF Dyna-VT transmission introduction	Technical presentation of the Dyna-VT transmission system
MF141 - Massey Ferguson FUSE Smart Farming Introduction	Introduction to FUSE precision farming technologies
MF204 - MF 3 Series Core Technical / Business	Core technical training for the MF 3 series
MFATC01 - MF Approved Technical / Business Training Certification	Official technical certification from Massey Ferguson
Microsoft Excel (Advanced, Basic Skills, PL-900 Exam Prep)	Excel training series and preparation for Microsoft Power Platform certification examinations
Microsoft Power BI Data Analyst Professional Certificate	Certification in data analysis and visualization using Power BI
MSc Digital & Social Media Marketing	Graduate program in digital and social media marketing
New Ag1: MLT 733-635/738 PS ST5	Technical training on the new MLT equipment range
Online Training Navigator Volvo Penta: Industrial & Marine Segment	Digital training for Volvo Penta industrial and marine applications
Putting the Farmer First - 5 Steps to Customer Service	Specialized customer service training for the agricultural sector
Residential/Static/Protection	Training in static guarding and premises protection
Service Department KPIs	Management and analysis of workshop performance indicators
Supply Chain Management Specialization	Comprehensive supply chain management
TechConnect - Quick Start Guide	Training in the use of the TechConnect technical tool
Train The Trainer High Voltage Qualification Motorcycle EPL1	Trainer qualification program for high-voltage motorcycles
Understanding Work in Progress	Management and monitoring of work in progress (WIP) within workshop operations
Volvo EX90 Tech	Technical training on Volvo's new EX90 battery-electric vehicle
VoP/ Digital Payments / Digital Academy Eurobank	Training in digital payments and banking services
Basic Electrical Principles, Troubleshooting, and Applications in EVC	Electrical fundamentals, troubleshooting techniques, and EVC applications
Basic Computer Skills	Training in the use of basic computer applications
Climate System / FH(4)B / Gearbox / LNG Training	Series of specialized technical seminars for Volvo trucks
KEMEA Certification	Certification for private security personnel
Maxus Technical and Product Training	Comprehensive technical training on Maxus vehicles
Honda Moto Technical Training – NM2025 & Other Moto	Technical analysis of Honda's new motorcycle range
Motorcycle Technical Seminar	General technical seminar for motorcycle workshop personnel
Advance & Route Planning	Route planning and optimization training
Advance Program in Management for Insurance Executives (delivered for Apollon Insurance Brokers S.A.)	Specialized leadership and strategic management program tailored to the requirements and challenges of the insurance market
Eurolife Certification (delivered for Apollon Insurance Brokers S.A.)	Refresher training and knowledge certification process for the distribution of insurance products in accordance with the applicable regulatory framework

External Training

In 2025, the Saracakis Group of Companies, in collaboration with educational institutions and training providers, delivered a total of **4,220 training hours to 372 participants** (students and trainees) from **14 different institutions**.

The training topics, partner institutions, and participant groups are summarized in the table below.

Location	Event / Training Program	Partner Institution	Participants
SGC Facilities	Hybrid and Electric Vehicle Technologies	Hellenic Air Force General Staff (HAFGS) & Hellenic Air Force NCO Academy (HAFNCOA)	HAF Technical Personnel
Larissa	MF Career Day Larissa	University of Thessaly – Department of Agriculture and Agrotechnology	Agrotechnology students
Kalochori, Thessaloniki	Educational visit to the Northern Greece Branch for Commercial Vehicles and Machinery	American Farm School	High School Seniors
SGC Facilities	A day as a Mechanotronic - Career Orientation Day	Keratsini Vocational High School (Merchant Marine Deck Officers and Engineers Program)	Second-year students
SGC Facilities	Information Day on Vocational Education and Training Opportunities within SGC Companies	AKMI International	Faculty members from Spain
SGC Facilities	A day as a Mechanotronic - Career Orientation Day	Alimos Vocational High School	Second-year students
Athens University of Economics and Business	Presentation to the AUEB Master's Program – HRM Students	AUEB Master's Program in Human Resource Management	Second-year students
Mediterranean College	Student Excellence Conference 2025	Mediterranean College	Final-year students
IEK AKMI	CVM Engineer Program - Career Orientation Day	IEK AKMI Athens	Second-year students
IEK AKMI	CVM Engineer Program - Career Orientation Day	IEK AKMI	Second-year students
IEK AKMI	Career Orientation Day Career Day - Marketing, Economics & Management - Accelerate Your Career 2025	IEK AKMI Athens	First-year students
Kalochori, Thessaloniki	Educational visit to the Northern Greece Branch for Commercial Vehicles and Machinery	Sindos Vocational Training School (SAEK)	Second-year students
SGC Facilities	"Shadow of an Entrepreneur" Excursion – Youth Entrepreneurship Summer School (YES 2025)	Athens University of Economics and Business	Junior High and High School Students (9th and 10th Graders)
SGC Facilities	Erasmus - Roland Garros Vocational School Students Internship	Roland Garros Vocational School	Third-year students
National Technical University of Athens – School of Mechanical Engineering	Mechanical Design	School of Mechanical Engineering, National Technical University of Athens	First-and third-year students
SGC Facilities – IEK AKMI	Commercial Vehicle, Construction Machinery & Marine Engine Technician Program	IEK AKMI	Mechatronics students

Participation in Conferences and Events

Saracakis Group of Companies

Organization	Description
1st Conference of the Hellenic Institute of Electrical Technology	Technical conference on developments in electrical installations and safety standards
23rd CFO Forum	Financial strategy and capital management in times of crisis
28th HR Symposium	Participation in a leading conference on Human Resources and the future of work
AI in HR Function: From Awareness to Action	Practical application of Artificial Intelligence tools in HR processes
Coaching Leaders: The HR Playbook	Leadership development through coaching and empowerment techniques
Credit Risk Conference	Conference on credit risk management and customer assessment
HR in Action Conference 2025	Conference on HR best practices and innovation
HR Scaleup Summit	Strategies for workforce growth and talent management in expanding organizations
Procurement Conference 2025	Conference on modern procurement and sourcing strategies
Women in Business 2025	Initiative focused on empowering women in business
Seminar / Competitions – Public Procurement Law 4412/2016	Legal training on participation in public tenders
CB1000 / GB350S / X-ADV / NSS750 Technical Presentation	Specialized presentations on selected Honda motorcycle models
Durabio Presentation	Presentation of the new Durabio bioplastic material
Honda Motorcycles NM2025 – Model Overview Presentation	Overview presentation of the new Honda 2025 product range
Sustainability Regulatory Framework in the Insurance Sector (Apollon Insurance Brokers S.A.)	Analysis of sustainability-related regulations and compliance obligations applicable to insurance companies
New Hospital Care Programs: "My Health Plus - Health 4ALL" (Apollon Insurance Brokers S.A.)	Technical analysis and presentation of new health insurance products, coverage options, and issuance procedures

Internship program

The Saracakis Group of Companies actively supports students and undergraduates taking their first professional steps by offering internship opportunities in a real working environment. Through their participation in the program, young people acquire valuable technical knowledge, become familiar with labor market requirements, and develop skills that enhance their professional growth.

The Group's internship program enables participants to:

- Gain exposure to real working conditions and projects;
- Undertake substantive responsibilities based on predefined job descriptions;
- Receive systematic guidance (on-the-job training and feedback) from specialized professionals.

The internship experience offers numerous benefits, including:

- Entry into the labor market;
- Practical application of academic knowledge;
- Acquisition of experience in specialized fields;
- Enhanced self-awareness and personal development.

In 2025, **45 students commenced their internships** within the Saracakis Group of Companies. Of these, 16 students had completed their internships, while 29 students continued their internship placements. It is noteworthy that **31% of the students who completed their internships in 2025 joined the Group's workforce** and remain employed within the organization, demonstrating the internship program's contribution to attracting and retaining young talent.

The tables present the Group's training and skills development performance indicators.

Percentage of Employees Participating in Regular Performance Reviews (%)²⁵

Reporting Period	2025	2024	2023
Men	61.03	69.32	91.94
Women	78.57	73.89	87.32
Total	64.13	70.25	90.99

Table 23. Percentage of Employees Participating in Regular Performance Reviews and Career Development Evaluations²⁶.

Average Number of Training Hours per Employee by Gender

Reporting Period	2025	2024	2023
Men	7.74	10.89	5.54
Women	7.67	9.28	8.09
Total	7.72	10.56	6.1

Table 24. Average Number of Training Hours per Employee by Gender²⁷.

²⁵Due to the nature of the activity (waste collection), only employees engaged in administrative/support functions, as well as managers and team leaders, participated in regular performance and skills development reviews.

²⁶Percentage of employees participating in formal performance reviews and career development evaluations (%): The indicator is calculated by dividing the number of employees who participated in a formal, annual, and communicated performance review and career development process by the total number of employees reported under ESRs S1-5 and multiplying the result by 100.

²⁷Average number of training hours per employee (#): The indicator is calculated by dividing the total number of training hours offered to and completed by employees by the total number of employees reported under ESRs S1-5.

Gender Equality and Equal Pay for Work of Equal Value

• S1-8, S1-9, S1-15

The Saracakis Group of Companies is committed to upholding human rights and implementing equal treatment practices to ensure fairness, meritocracy, and integrity in all relationships with stakeholders. In this context, the Group actively promotes gender equality and equal pay for work of equal value, with a focus on both executive positions and all levels of the organizational structure.

Despite relevant policies in place, negative impacts may arise from differences in pay, career development opportunities, and access to positions of responsibility, primarily affecting groups such as women and younger employees. Rapid technological developments and the demand for new skills may further widen these disparities, reducing employee morale and confidence in management.

Through ENSER S.A., the Group holds the internationally recognized SA8000 certification, which confirms the implementation of a comprehensive management system based on respect for human rights and the fair, safe, and ethical treatment of employees. At the same time, the Group's Code of Conduct establishes clear principles that support gender equality through:

- Equal opportunities for all;
- Respect for diversity of ideas, views, and beliefs;
- Promotion of inclusion across all Group operations.

To monitor potential pay disparities, the Group applies a specific methodology. The gender pay gap is calculated based on average base salaries by employee level and function, with the percentage expressing the difference relative to the average salary of male employees. Positive values indicate higher remuneration for men, while negative values indicate higher remuneration for women.

All employees of the Saracakis Group of Companies are compensated in accordance with the applicable collective agreements, labor arrangements, and statutory minimum wage requirements in each country in which the Group operates (Greece, Cyprus, Romania, and Bulgaria). The Group's compensation compliance policy is based on the principle that all employees should receive adequate and decent pay, in line with recognized benchmarks²⁸.

In Greece, Cyprus, Romania, and Bulgaria, the remuneration of all employees is aligned with the respective benchmark levels.

²⁸For the determination of "adequate pay," the Group uses as a benchmark the minimum pay level, which may not be lower than the pay level established through collective bargaining agreements or the statutory minimum wage established in accordance with Directive (EU) 2022/2041 on adequate minimum wages in the European Union.

The use of these benchmarks enhances transparency, helps identify potential pay disparities, and supports the Group's efforts to ensure fair and equitable remuneration, including at executive level. In all cases, the Group seeks to progressively eliminate the gender pay gap and create an environment in which all employees feel equally recognized and rewarded.



Alignment with New Pay Transparency Legislation (Fair Pay)

The Saracakis Group of Companies is preparing to comply with Directive (EU) 2023/970 on pay transparency, which is to be transposed into Greek legislation by 7 June 2026 and introduces new requirements regarding pay transparency, employees' access to pay information, and the reporting of gender pay gap data.

The Group also monitors the national FAIR PAY pilot project, which supports companies in transitioning to the new framework. In this context, the Group will gradually adapt its internal procedures and policies to ensure full alignment with the new requirements and further reinforce transparency and fairness in its remuneration policy.

The following tables present the Group's diversity and remuneration metrics.

Gender Distribution in Top Management

Reporting Period	2025		2024		2023	
Men	15	83.3%	16	80.0%	6	60.0%
Women	3	16.6%	4	20.0%	4	40.0%

Table 25. Gender Distribution in Top Management²⁹.

Gender Pay Gap(%)³⁰

Reporting Period	2025
Saracakis S.A.	-0.5
Enser	7.7
Sigma Bulgaria	0.24
Sigma Romania	-10.4

Table 26. Gender Pay Gap³¹.

Annual Total Remuneration Ratio³²

Reporting Period	2025	2024	2023
Saracakis S.A.	8.31	9.5	9.58
Enser	6.01	1.85	Information Not Available
Sigma Bulgaria	4.42	3.92	2.74
Sigma Romania	3.87	7.4	Information Not Available

Table 27. Annual Total Remuneration Ratio by Company of the Saracakis Group of Companies³³.

²⁹For the Group, top management is defined as the management team consisting of executives with direct reporting lines to the Managing Director. For the purposes of this definition, both the Board of Directors and senior management are included.

³⁰The gender pay gap indicator is a new indicator, and therefore three-year comparative data are not available. The Group-wide figure will be assessed and disclosed in a future Sustainability Report.

³¹**Gender pay gap:** Defined as the difference in average pay levels between female and male employees, expressed as percentage of the average pay level of male employees. It includes: all male and female employees; base salary and all additional remuneration provided in cash or in kind (e.g., bonuses, allowances, company car).

³²The ratio is not calculated at the Group level, as the collection and consolidation of the required data from all Group companies using a uniform methodology is not currently feasible. For this reason, the ratio is presented only at the individual company level.

³³Ratio of the highest paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual). It includes: base salary and all additional remuneration provided in cash, in kind, or through long-term incentives (e.g., bonuses, allowances, company car, shares, long-term cash awards).

Additional Internal Initiatives and Actions for Own Workforce

In 2025, the Saracakis Group of Companies continued to implement initiatives that strengthen employee cohesion and team spirit, recognizing the important contribution of its people to the Group's progress and growth. The following initiatives were carried out in 2025:

Basketball Team: The basketball team of the Saracakis Group of Companies (SGC) participated in the 2024-2025 EKA "Nikos Galis" Corporate Basketball Championship, promoting teamwork, collaboration, and employee participation in sports activities.

SGC – Kinsen Dance Team: The Saracakis Group of Companies and Kinsen Hellas established a joint dance team as part of participatory initiatives promoting well-being, teamwork, and stronger connections among employees.

"Back to School": The Saracakis Group of Companies organized an initiative marking the beginning of the school year by offering symbolic gifts to employees' children starting primary school, as a sign of support for their families.

New Year's Events in Athens & Thessaloniki: The Saracakis Group of Companies organized New Year's events in Athens and Thessaloniki to review the previous year, present the goals for the new year, and recognize employees who stood out for their performance and values.

Blessing Ceremony for the Start of the Year: The Saracakis Group of Companies held the customary blessing ceremony at the central Mitsubishi – Honda showrooms in Athens, marking the beginning of the new year and fostering a sense of community within the organization.

International Women's Day: The Saracakis Group of Companies celebrated International Women's Day, recognizing the contribution of the 222 women employed across the organization and reaffirming its commitment to an inclusive workplace.

Christmas Gatherings: The Saracakis Group of Companies organized Christmas gatherings for employees during the holiday season, encouraging participation and promoting cohesion within the organization.

Christmas Events for Employees' Children: The Saracakis Group of Companies organized Christmas events in Athens and Thessaloniki for employees' children, strengthening family connections and corporate culture during the holiday season.

Live Screening of the EuroBasket Game: The Saracakis Group of Companies organized a live screening of a Greek National Basketball Team game with the aim of reconnecting employees after the summer period and reinforcing the spirit of collegiality and teamwork.

Summer Ice Cream Event – Great Place to Work® Celebration: Following the Great Place to Work® certification awarded to the Saracakis Group of Companies, an internal employee event was organized in recognition of the collective effort and to further enhance corporate culture.

Free Preventive Health Screening at the Workplace:

The Saracakis Group of Companies implemented a free annual preventive health screening (check-up) for employees at the central facilities on Athinon Avenue, as part of its ongoing commitment to employee health and well-being.

The initiative was undertaken by Apollon in collaboration with Doctors' General Clinic and formed part of the broader Group Health Insurance Program offered to employees, promoting prevention and early care.

World Engineering Day

On the occasion of World Engineering Day, the Saracakis Group of Companies recognized the contribution of its more than 150 field engineers, expressing its appreciation for their technical expertise, dedication, and role in ensuring the uninterrupted operation of the Group's activities.

These specialized professionals working in the Group's workshops and body shops constitute a critical pillar of its operations, contributing daily to service quality and sustainable growth, with people and expertise at the center of the Group's approach.

International Day of Families

On the occasion of the International Day of Families, the Saracakis Group of Companies organized an interactive workshop on children's safe navigation on social media. The initiative was carried out in collaboration with Morphoses and was addressed to employees and their families.

This initiative forms part of awareness-raising and family-support actions, reinforcing the Group's commitment to the well-being of its people and its broader social environment.

Corporate Responsibility Initiatives with Employee Participation or for the Benefit of Our Workforce

In 2025, Saracakis Group of Companies implemented a range of Corporate Responsibility and Sustainability initiatives focused on social contribution and the enhancement of its people's physical and mental well-being. At the same time, through its collaboration with non-profit organizations and social institutions, the Group supported vulnerable social groups and local communities, further strengthening its social impact and connection with society.

“Our Mental Health Matters” Workshops



Protecting the mental health of our people is a key priority, and we demonstrate this commitment through our established series of interactive mental health workshops and seminars entitled “Our Mental Health Matters”, implemented as part of our Corporate Responsibility initiatives.

In collaboration with specialized mental health consultants, we delivered a series of interactive workshops attended by our employees both in person and virtually.

The topics covered included:

- Saracakis School of Parents – Parenting Counseling and Attachment Parenting seminars. Topics included: Positive Parenting and Setting Boundaries Transition to Nursery School/Kindergarten and Separation Anxiety Excessive Screen Use and Effective Management Bullying: Prevention, Consequences, and Response Strategies
- Promoting Mental Health, Well-being, and Self-Care Training the human brain to develop new thought patterns that lead to positive behavioral change. Topics included Self-Care, Positive Thinking, Managing Intense Emotions, Setting Boundaries and Assertive Communication, and Physical Well-being.
- Emotional Intelligence: Developing emotional intelligence and improving communication with people of different personalities and backgrounds.
- Violence, Bullying, and Harassment: Prevention, avoidance, and response methodologies and strategies, including practical guidance for the immediate management of incidents.
- Managing Intense Emotions and Anger: Enhancing self-awareness, conflict management, and maintaining self-control under pressure.
- Resilience: The Strength to Rise Again Managing pressure, building resilience in times of change and challenge, and responding with stability, composure, and confidence.
- Boundaries and Availability: Where Do I End and Where Do My Relationships Begin? An experiential workshop designed to help participants establish clear personal and professional boundaries without guilt, through self-awareness, transparency, and mutual respect.

- Recharge@Work. Exploring energy management as a key driver of high performance, well-being, and workplace effectiveness.

- Better Sleep 4 Better Life. Understanding the impact of quality sleep on mental health, well-being, and longevity

Following each interactive mental health workshop, participants receive a feedback and evaluation questionnaire. The strong participation rates, active engagement, and highly positive feedback we receive from our people encourage us to continue taking meaningful steps to support their mental health, peace of mind, and overall well-being, both inside and outside our organization.

Planned Mental Health Workshops for 2026

Mental Health & Neuroscience

1. The Social Brain: How Everyday Relationships Shape Our Well-being
2. Neuroplasticity: How to Learn, Adapt, and Grow Continuously
3. Empathy: How to Better Understand, Feel, and Connect with Others





31st & 32nd Voluntary Blood Donation Drives



During 2025, the Saracakis Group of Companies organized its 31st and 32nd Voluntary Blood Donation Drives, respectively marking World Blood Donor Day and International Volunteer Day. These initiatives constitute a longstanding pillar of the Group's social contribution strategy and form part of its broader commitment to supporting its people and their immediate social environment.

With the participation of employees from different companies and functions across the Group, more than 135 units of blood were collected, strengthening the Group's Blood Bank and providing meaningful support to employees and their families in times of need. The consistently high level of employee participation confirms the organization's long-standing engagement in volunteerism and solidarity initiatives.

The blood donation drives were carried out with the support of Evangelismos Hospital, which ensured a high level of medical supervision, safety, and smooth implementation of the process. Through the continuation of the voluntary blood donation program, the Group promotes a culture of care, social responsibility, and active participation, reinforcing cohesion and the organization's people-centered culture.



Participation in the 17th Greece Race for the Cure[®] 2025



Kinsen Hellas, in collaboration with the Saracakis Group of Companies, participated in Greece Race for the Cure[®] 2025, one of the largest breast cancer awareness events in Greece. Employees participated in both the running and walking routes, supporting the promotion of prevention and early diagnosis.

The Company's participation reinforced its commitment to initiatives that support public health and foster a culture of solidarity among employees. Participation in the event also contributed to raising awareness of the importance of information and prevention, while promoting active social participation and community empowerment.



Participation in the 13th Athens Half Marathon



The Saracakis Group of Companies participated in the 13th Athens Half Marathon through the #SaracakisRunningTeam, supporting a sporting event that promotes physical activity, well-being, and team spirit.

Employees of the Group, together with the Kinsen Hellas running team, participated in the 5 km and 21 km races. Through this participation, the Group promotes an active and healthy lifestyle, fostering corporate culture and employees' sense of belonging.



1st Tennis Charity Tournament & Wellness Event



The Saracakis Group of Companies, in collaboration with Kinsen Hellas, organized the 1st Tennis Charity Tournament & Wellness Event in November 2025. The initiative combined sports, well-being, and social contribution, offering a comprehensive participation experience for employees and partners.

Participation in the tournament contributed to raising 2,000 euros, which were donated to the non-profit organization Desmos to support vulnerable social groups. At the same time, a wellness program including activities such as pilates, cross-training, stretching, and relaxation sessions was implemented during the event, promoting participants' physical and mental well-being.

The initiative highlighted the importance of teamwork and collaboration, enhancing the organization's social impact and promoting initiatives that support the community through sports and well-being.



Support for ELEPAP's Music Therapy Program



The Saracakis Group of Companies implemented an internal employee participation initiative to support ELEPAP's Music Therapy Program, strengthening initiatives that contribute to improving the quality of life of children with disabilities.

As part of the initiative, the Group supported music therapy sessions for four ELEPAP children over a two-month period. The initiative combined active employee participation with tangible social contribution and formed part of the Group's broader corporate responsibility program.

Through its collaboration with ELEPAP, the Saracakis Group of Companies contributes to supporting organizations that provide specialized services to vulnerable social groups, strengthening its social impact and connection with local communities.



Christmas Social Support Initiatives



With the active participation of its employees, the Saracakis Group of Companies implemented social support initiatives during the 2025 holiday season, supporting the work of ELEPAP and the Aspropyrgos Social Grocery Store through its collaboration with Desmos.

As part of the Group's annual employee Christmas celebration, a Christmas Bazaar was organized in collaboration with ELEPAP and the social cooperative enterprise ARTemeis. The initiative raised €2,223, which was allocated to support rehabilitation programs for children with disabilities receiving services from ELEPAP. At the same time, the Group and Kinsen Hellas sourced their Christmas cards from ELEPAP, providing additional support to the organization.

At the same time, in cooperation with Desmos, Group employees collected essential goods for the Aspropyrgos Social Grocery Store, helping meet the basic needs of local social support structures. These initiatives form part of the Group's broader corporate responsibility framework and strengthen its connection with society and local communities.

Saracakis Book Club – Our Lending Library



In an era of information overload, social media, artificial intelligence, and fake news, the value of knowledge and the comfort of a good book resurfaces in a soothing, almost therapeutic way. As part of our corporate social responsibility actions, we created our own BOOK CLUB: the Lending Library of the Saracakis Group of Companies, giving a second life to old bookcases and shelves, which are already filling up with books waiting to be discovered by our employees.

The operation of our lending library is based on the value of sharing and offering. From encyclopedias, short stories, and novels to scientific and children's books, poetry and history volumes, art books, and biographies -our people can share them all with their colleagues.



The benefits of a book are many:

- Enhances critical thinking and analytical skills
- Relieves stress and pressure
- Helps manage depression and sadness
- Improves memory and concentration
- Promotes relaxation and better sleep quality
- Boosts brain function
- Offers escape and exploration
- Sparks creativity

Reading has a beneficial effect on our mood, helping us broaden our horizons, discover new cultures, improve ourselves, and mentally travel through time and to distant places.



ESRS S4 Consumers and/or End-Users

ESRS S4 – Consumers and/or End-Users



The Group's Approach

- S4-4

The Saracakis Group of Companies places consumers and end-users at the center of its sustainable mobility strategy. Recognizing that the mobility experience is directly linked to safety, reliability, and the quality of the services provided, the Group applies a comprehensive and consumer - centric approach across all its activities. Continuous communication, technical training, the development of safe infrastructure, and the implementation of responsible business practices form a framework that enhances user protection, accessibility, and overall experience.

Systematic engagement with consumers and end-users through formal communication channels and feedback tools enables the Group to identify, at an early stage, needs, trends, and issues that affect the user experience. In this way, user feedback is incorporated into the design of services and related initiatives.

As the Group continues to mature and redefine its core priorities, it is also considering the introduction of specific metrics and targets that will reflect the organization's development and further enhance the monitoring of user experience.

The Saracakis Group of Companies applies structured processes for collecting and evaluating feedback from consumers and end-users, with the objective of continuously improving the quality of the services provided. In this context, it utilizes satisfaction measurement tools such as the Net Promoter Score (NPS) to systematically monitor the overall consumer and end-user experience and identify opportunities for improvement at an early stage.

Where responses include complaints or suggestions that represent opportunities for improvement, the responsible personnel conduct a targeted review and, where considered necessary, communicate directly with the user to provide clarification or resolve the issue. At the same time, consumers and end-users may also submit formal requests or complaints through the corporate website. All requests are reviewed as a matter of priority, with the aim of providing a timely and effective response.

Through these mechanisms, the Group ensures continuous two-way communication and systematically incorporates feedback into service improvement initiatives, enhancing the experience of consumers and end-users across the full scope of its activities.

As a result of this approach, the Saracakis Group of Companies systematically assesses the positive impacts, risks, and opportunities relating to consumers and end-users, as presented in the sections that follow.



Positive Impacts, Risks, and Opportunities related to Consumers and End-users

Mobility (+)

The Saracakis Group of Companies makes a significant contribution to ensuring safe, accessible, and inclusive mobility solutions for consumers and end-users. This contribution is strengthened through a broad range of initiatives, including technical training for its workforce, the provision of high safety standards in the vehicles and construction machinery it distributes, the implementation of quality control procedures, and the continuous provision of information to customers regarding the safe use of modern technologies. In addition, the Group's activities in passenger vehicles, heavy-duty vehicles, motorcycles, and construction machinery enhance users' access to reliable and energy-efficient mobility solutions.

From 2026 onward, these initiatives are expected to continue generating a significant positive impact, as they support safe, efficient, and sustainable mobility while improving the user experience and operational safety of transportation systems at both infrastructure and end-user levels.

Cyber Insurance Products (Opportunity)

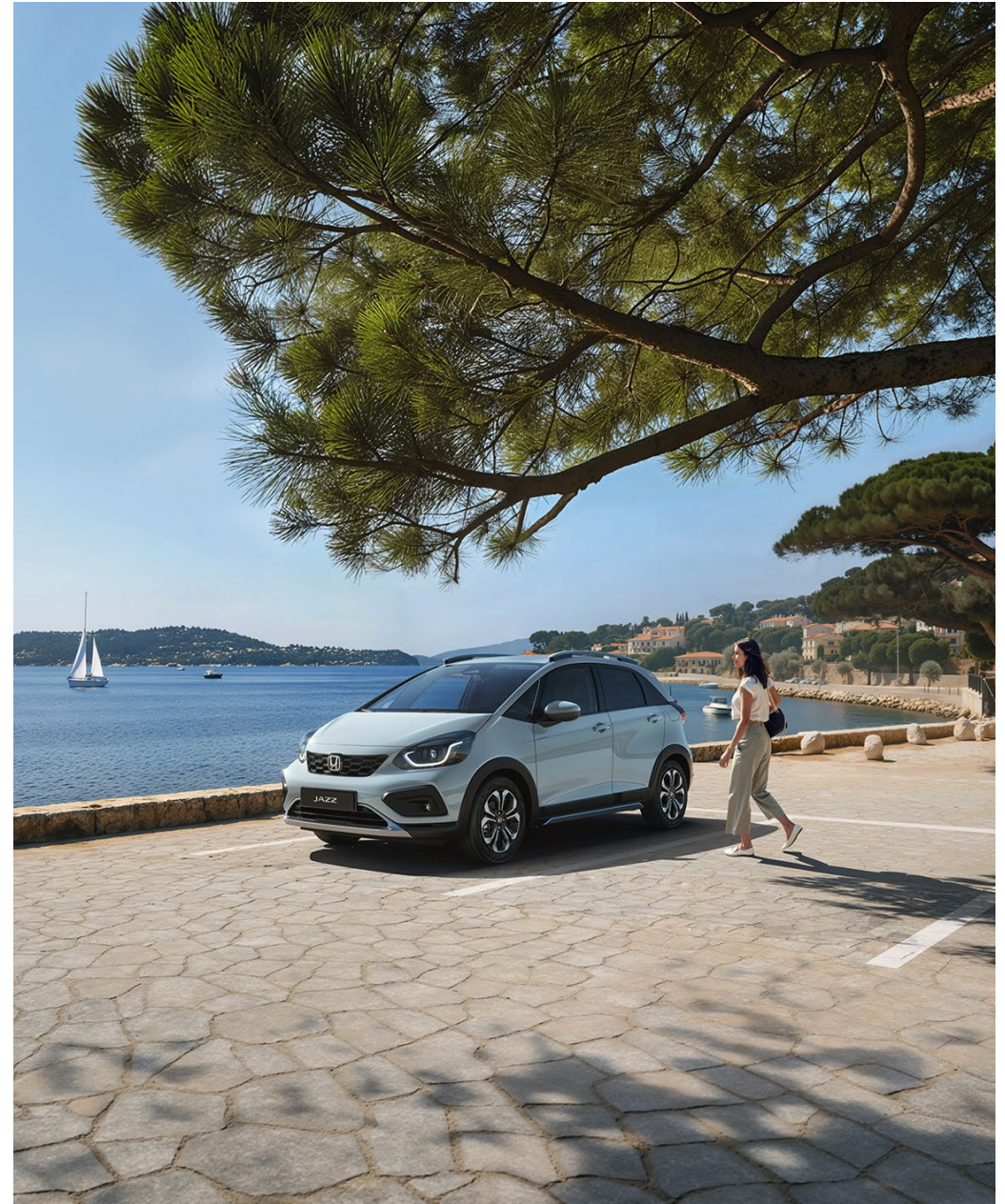
The gradual digitalization of mobility services and the integration of advanced connectivity technologies are creating growing needs for information protection and business continuity. In this context, a strategic opportunity is emerging for the Group through Apollon Insurance Brokers S.A., which possesses strong expertise in risk management and the provision of insurance solutions covering cyber-related risks. This activity can strengthen users' resilience to digital threat incidents and increase confidence in mobility services, while also supporting safer and more stable operations across the network of partners and customers.

Over the medium term, the increasing digitalization of vehicles and transport infrastructure is expected to further increase demand for such coverage, creating additional growth opportunities for the Group.

Reduced Maintenance Activities due to Electrification (Risk)

The increasing penetration of electric and hybrid vehicles may reduce demand for traditional spare parts and routine maintenance activities due to the simpler mechanical design and lower maintenance requirements of these vehicle types. This development may affect workshop utilization and lead to risks such as inventory obsolescence or reduced revenues if timely adaptation measures are not implemented.

The Group has identified this risk and is implementing targeted mitigation measures, including enhanced technical training on high-voltage systems, battery cooling and heating systems, and diagnostic services, as well as adjustments to its spare-parts portfolio and the expansion of services into new maintenance-related fields. Over the medium term, timely technical and operational adaptation is expected to be a critical factor in maintaining workshop competitiveness and ensuring the operational continuity of the network.



Policies related to Consumers and End-users

- S4-1

As part of its responsible business conduct, the Saracakis Group of Companies has developed a comprehensive framework of policies that guide its day-to-day activities and establish the principles governing its relationship with consumers and end-users. These policies reflect the Group's values, principles of integrity, and commitments, ensuring that its services and products are provided safely, consistently, and with respect for users' rights.

The Group recognizes the importance of alignment with internationally recognized standards of responsible business conduct and is considering the gradual integration of relevant principles into future revisions of its policies and Code of Conduct. This commitment strengthens the Group's governance framework and supports responsible and transparent operations across all Group companies and activities.

The policies apply to all stakeholders and are made available in a clear and accessible manner through the Group's official communication channels. Their implementation is overseen by Management, while employees are informed and trained regarding their respective obligations. **The policies are approved and reviewed annually as part of the Group's Management System, which includes certifications according to ISO 9001, ISO 14001, and ISO 45001 standards, ensuring a structured mechanism for continuous improvement.**

At the same time, formal whistleblowing mechanisms support due diligence by enabling the timely identification and management of issues relating to compliance and user protection, thereby fostering consumer and end-user confidence at every point of interaction.

Code of Conduct

The Saracakis Group of Companies implements a Code of Conduct that establishes the principles of responsible, transparent, and professional conduct across all its activities. The Code forms the foundation of employee and partner conduct and ensures that every transaction involving consumers and end-users is governed by integrity, respect, and compliance with the applicable legal framework.

Its provisions relating to fair competition, the prevention of unfair practices, the protection of confidential information, and the proper use of company resources support the reliable operation of the Group and contribute to a safe and transparent experience for consumers and end-users. Thus, the Code reinforces the framework through which the Group addresses impacts, risks, and opportunities relating to consumers and end-users, ensuring that relevant policies and procedures are implemented consistently.

The Group also maintains whistleblowing mechanisms that operate securely and confidentially and allow for the timely reporting and investigation of issues that may affect service quality or consumer protection. Through this framework of ethics and responsible conduct, the Group further enhances service reliability and consumer and end-user trust across all activities.

For further information, see the Business Conduct section.



Policy on Quality, Environment, and Occupational Health & Safety

The Saracakis Group of Companies implements a Quality, Environment, and Occupational Health & Safety Policy through which it is committed to providing reliable products and services while respecting the applicable legal framework and the principles of responsible business conduct. The Policy supports the delivery of a safe and high-quality experience for consumers and end-users by integrating high standards of quality, environmental protection, and occupational health and safety across all Group activities.

To implement this Policy, the Group operates an integrated Quality, Environmental, and Occupational Health and Safety Management System certified in accordance with ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The System includes formalized procedures that guide operational planning and implementation, as well as mechanisms for the systematic identification and management of risks, impacts, and opportunities relating to the Group's products and services.

The Policy applies across all operations and partnerships, integrating quality, environmental management, and safety criteria into relationships with suppliers, technical services, and the distribution of products and spare parts. Its implementation is supported by the Management Systems Manager, who has the necessary authority and independence to monitor the proper functioning of the System. The Policy is reviewed regularly as part of Management review processes and is available to all stakeholders.

Through this framework, the Group ensures user safety, the quality of the services provided, and the reduction of environmental impacts, supporting the management of impacts, risks, and opportunities relating to consumers and end-users.

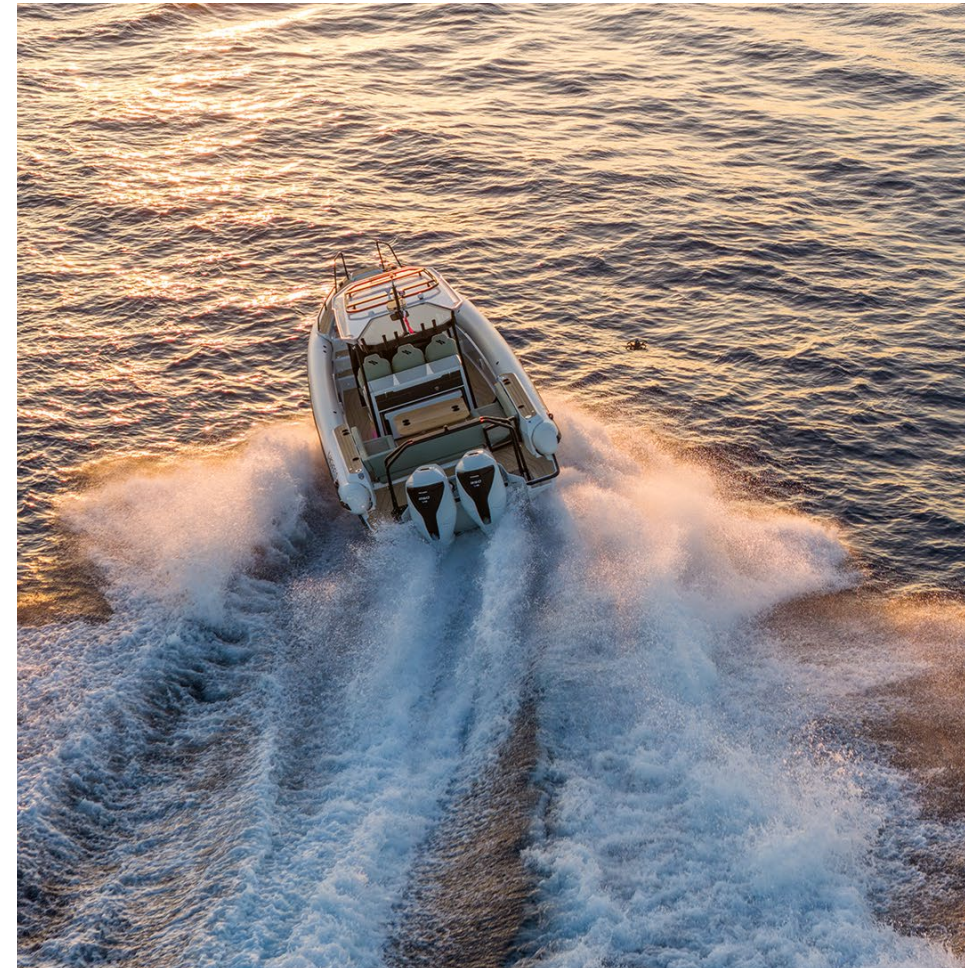
Customer Credit Limit Setting and Amendment Procedure

The Saracakis Group of Companies applies a standardized Customer Credit Limit Setting and Amendment Procedure, ensuring that credit terms are established in a transparent, objective, and responsible manner. The procedure contributes to customers' ability to access mobility products and services under fair and stable financial terms, supporting access to mobility solutions that are both operationally and financially sustainable.

The framework applies across all Group companies and provides that newly registered customers are assigned a zero credit limit. Invoicing and product dispatch take place only after review by the Credit Control Department, assessment of any restrictive factors, and approval by the relevant authorized personnel. The procedure also governs requests for increases in credit limits or credit periods and establishes specific actions for overdue balances, which are systemically blocked until settlement.

In addition, the procedure includes provisions for order overrides where operationally necessary, as well as clear rules for transactions governed by contractual agreements. In such cases, compliance with the applicable credit terms is a prerequisite for any product delivery, while any amendment requires approval and formal notification of the departments involved.

Through the implementation of this procedure, the Group ensures that credit terms are provided responsibly, consistently, and in a manner that protects both financial stability and the consumer and end-user experience. At the same time, the structured management of credit limits enhances the ability of consumers and end-users to access the Group's mobility products and services under stable and predictable financial conditions.



Engagement with Consumers and End-users

• S4-2

The Saracakis Group of Companies recognizes that active and systematic communication with consumers and end-users is a key element in the continuous improvement of its services and in the effective management of impacts associated with its activities. The continuous exchange of information with consumers and end-users enables the Group to gain a thorough understanding of their needs, preferences, and expectations, ensuring that their views are incorporated into the design of relevant initiatives and actions.

Communication with consumers and end-users takes place through official corporate channels, including the Group's website, email communications, and social media platforms, which are used both to provide information and to facilitate feedback. At the same time, the Group participates in industry events, conferences, and other open-dialogue activities, as well as in the Hellenic Association of Motor Vehicle Importers' Representatives, strengthening engagement with the market and creating opportunities for direct interaction with users. Relationships with consumers and end-users are further supported through regular contacts and direct communication by commercial and technical departments, as well as through the publication of the Annual Sustainability Report.

As part of this approach, the Group also places particular emphasis on understanding different user experiences, promoting inclusion, accessibility, and respect for diversity. For example, in December 2025, on the occasion of the **International Day of Persons with Disabilities**, the Saracakis Group of Companies organized a Corporate Responsibility event with title **"In Motion for Everyone"** at its headquarters in Athens, attended by employees, representatives of nonprofit organizations, and journalists.

The initiative included a three-hour experiential workshop during which Mr. Evangelos Avgoulas, President of the nonprofit organization "Me Alla Matia" ("Through Different Eyes"), and Ms. Ioanna Maria Gkertsou, Founder and President of the "Lara" Guide Dog School, shared experiences and insights regarding disability and the everyday lives of persons with visual impairments. Through open discussion and experiential activities, participants became familiar with practices related to supportive service, inclusion, and respectful interaction with persons with disabilities.

The event also highlighted important information regarding the prevalence of disability in Greece, where approximately 15% of the population belongs to the community of persons with disabilities. In relation to visual disability, it was noted that the number of individuals with total or partial vision loss is particularly high compared with the available education, training, and support structures. At the same time, participants learned about the role of guide dogs for persons with visual impairments, the complex process involved in their training, and the importance of the effective cooperation between guide dog and handler in everyday mobility.

As part of its longstanding commitment to social contribution, the Saracakis Group of Companies has supported the Lara Guide Dog School since 2019 as a proud sponsor, having provided the vehicle used to transport guide dogs during their training. Through initiatives such as these, the Group strengthens understanding of social needs and user experiences that often remain unseen, contributing meaningfully to the creation of an environment of equal opportunity and non-discrimination.

Engagement with consumers is further supported through feedback tools such as customer satisfaction surveys, which contribute to understanding the user experience and evaluating the services provided. Through this ongoing dialogue, the Group remains attentive to market developments and adapts its services to meet the needs of end-users, strengthening transparency and trust at every point of interaction.



Anonymous Reporting Service

- S4-2, S4-3

The Saracakis Group of Companies has established secure and confidential reporting mechanisms through which employees and other stakeholders may submit anonymous or named reports in accordance with the requirements of Law 4990/2022 and Directive (EU) 2019/1937. These mechanisms operate as early-warning systems and strengthen transparency and accountability in matters relating to the proper operation of the Group.

Employees and other stakeholders may submit reports through the following channels:

WhistleB electronic reporting platform (Saracakis Brothers S.A. / Apollon Insurance Brokers S.A. / ENSER S.A. / Sigma CVM Romania S.R.L.)

Email

Dedicated hotline

Post

Personal meeting with the Designated Officer for Receiving and Monitoring Reports

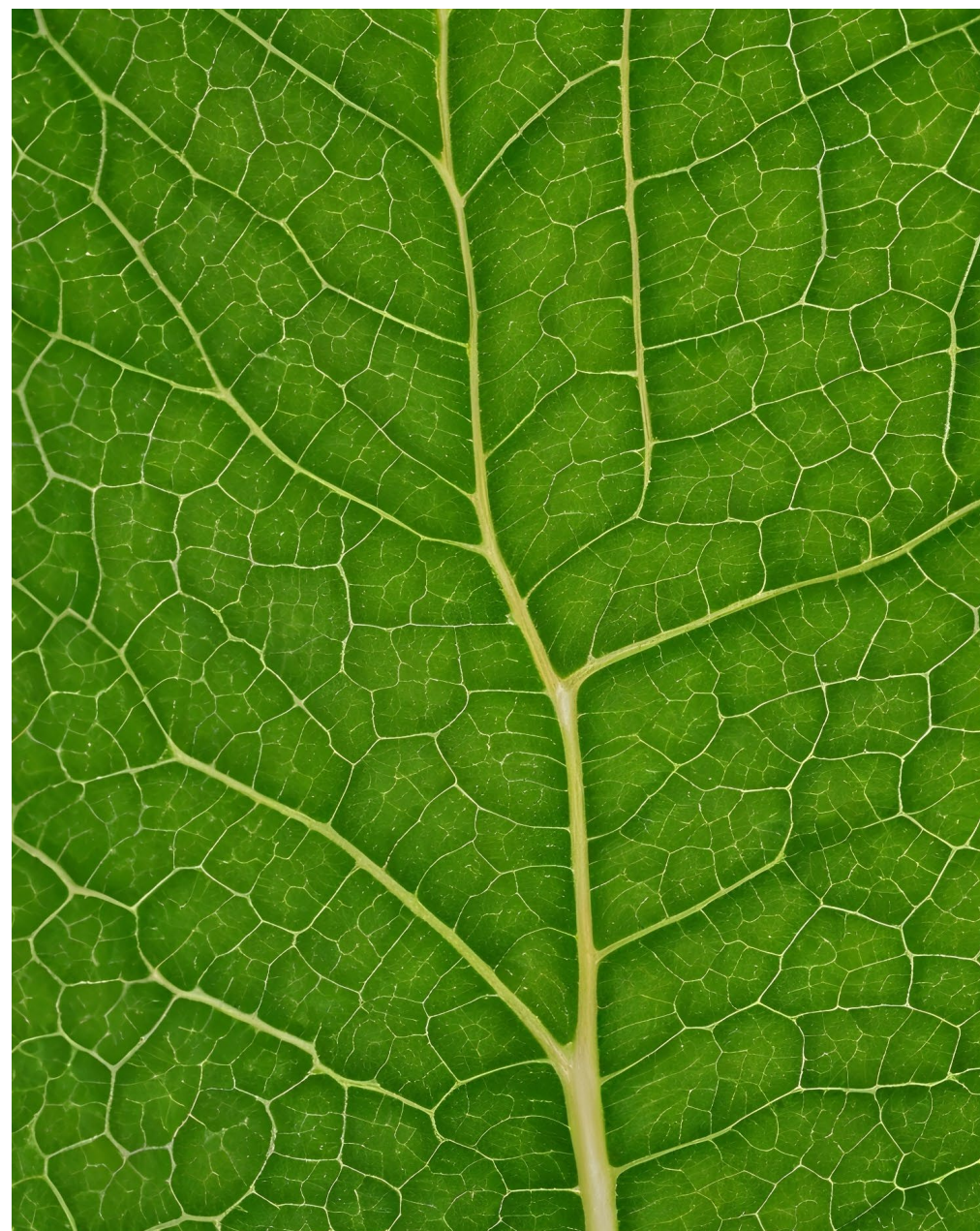
All channels allow reports to be submitted without disclosure of the reporter's identity, while the Designated Officer ensures confidentiality, impartiality, and protection against retaliation in accordance with the applicable legal framework.

Reports are recorded and managed through a formalized procedure that includes initial assessment, investigation, documentation of findings, and the implementation of appropriate corrective actions. These actions are recorded in a dedicated register and retained for at least five years in accordance with the relevant Policy.

At the same time, the Group systematically monitors issues submitted through the available reporting channels, assessing the nature and frequency of incidents and implementing investigative and resolution measures where necessary. **The effectiveness of the mechanism is monitored through case progress, the quality of investigations, and the implementation of resulting actions.**

During the reporting period, no incidents involving human rights violations affecting consumers or end-users were recorded. In cases where issues with potential impacts on consumers or end-users may arise, the Group has established remediation procedures that include investigation of the incident, timely communication with affected parties, and the implementation of appropriate measures to ensure fair and effective resolution.

Through this framework, the Group enhances the protection of stakeholders and ensures reliable, independent, and secure communication mechanisms that support transparency and foster the trust of consumers and end-users.



Actions relating to Consumers and End-users

- S4-3

The Saracakis Group of Companies implements a coherent set of initiatives that enhance the quality, safety, and sustainability of the mobility solutions it provides, promoting consumers' access to safe, efficient, and environmentally responsible modes of transportation. At the same time, the Group seeks to capitalize on opportunities arising from the digitalization of services by exploring new insurance solutions that enhance the resilience and protection of consumers and end-users, while also addressing risks associated with the growing adoption of electric vehicles through the careful monitoring of market developments.

Mobility

Promoting safe, efficient, and environmentally responsible mobility solutions is a key priority for the Saracakis Group of Companies. Through comprehensive initiatives covering product development, technical training, safety procedures, and responsible business practices, the Group contributes to the development of mobility systems that are affordable, inclusive, and fully aligned with the needs of consumers and end-users. The sections that follow present the initiatives and programs through which the Group strengthens its positive impact, supporting the transition to a sustainable, safe, and modern transportation environment.



Vehicle Safety

Vehicle safety is a strategic priority for the Saracakis Group of Companies and is integrated into every stage of the marketing, distribution, and technical support of its products. For every new model introduced to the market, the Marketing Department issues a detailed Press Release presenting the active and passive safety systems of passenger vehicles and motorcycles. At the same time, the Group develops and distributes printed and digital informational materials that provide comprehensive information regarding the safety features of each model. A similar approach is followed for the two-wheel and ATV brands represented by the Group, including SEGWAY Powersports and Horwin, through information available on the Group's official websites.

All vehicles and machinery distributed by the Group comply with high safety standards, contributing to the protection of both customers and employees. Compliance with national and international safety standards is ensured through a range of targeted practices, including ensuring that imported motorcycles comply with European Union safety and emissions requirements, as well as certification of the Quality Management System in accordance with the ISO 9001 standard.

A central element of this framework is the Pre-Delivery Inspection (PDI) process, through which the technical compliance of each vehicle and machine is verified against the operating specifications established by the respective manufacturer. The PDI process includes the preparation of the relevant inspection checklist, a detailed inspection of the vehicle interior, and subsequently a comprehensive inspection of all exterior components. Completion of the process is documented through the relevant checklist, which is signed by the authorized technician-inspector, ensuring that the vehicle is delivered to the consumer and end-user free of defects and with all systems operating properly.

The Group's commitment to a high level of road safety is further reinforced through the [certification of Saracakis Brothers S.A. and ENSER S.A. in accordance with the ISO 39001:2012 standard on Road Traffic Safety Management System \(RTSMS\)](#), which aims to reduce road traffic accidents, injuries, and risks associated with road transportation.

Through this comprehensive approach, the Group fully complies with the applicable regulatory framework, collaborates exclusively with manufacturers that apply strict safety standards, carries out preventive recalls when potential risks are identified, safeguards the confidentiality of customer information, and provides insurance services that address road safety-related needs. Through this operating framework, the Saracakis Group of Companies consistently places the safety of customers, users, and vehicles among its highest priorities, adopting a comprehensive and responsible approach reflected across every product category — from passenger vehicles and motorcycles to heavy-duty vehicles and construction machinery.



In Motion for Safety – Safe Driving Behavior Training Seminars

The Saracakis Group of Companies implemented the Corporate Responsibility initiative **“In Motion for Safety”**, aiming to reduce serious road traffic accidents and foster a culture of safe driving among young people aged 15–25. Drawing on its longstanding experience in the automotive sector and its representation of international brands equipped with advanced active and passive safety systems, the Group invests in knowledge sharing and in creating conditions that promote responsible driving behavior.

The initiative included a series of interactive educational seminars implemented in collaboration with leading organizations and academic institutions (Alphabet Education, National Technical University of Athens). The seminars were delivered by recognized road safety experts, including **Konstantinos Markouizos (Iaveris)**³⁸ and **Spyros Koutras**³⁹, while coordination was undertaken by Formula 1 journalist and correspondent **Takis Pournarakis**⁴⁰.

The educational program was supported by scientific data and contemporary approaches, with the contribution of the Laboratory of Traffic Engineering of the National Technical University of Athens, which presented data, causes, and trends relating to road traffic accidents.

The initiative was conducted under the auspices of the Greek Ministry of Infrastructure and Transportation and contributed to the achievement of the Sustainable Development Goals relating to safe mobility and the protection of human life. Through this collaborative effort, the Saracakis Group of Companies further strengthened its social role by making a meaningful contribution to the development of a new generation of informed and responsible drivers.



³⁸Founder of the “Iaveris” Road Safety School, Deputy Regional Governor of Attica, Head of the Traffic Management and Studies Center, and Special Advisor on Road Safety Matters.

³⁹Motorcycle Safety Instructor at California Superbike School and Founder of the City Art Motorcycle Training School.

⁴⁰Formula 1 Correspondent and Journalist, Mechanical Engineer, and Professor of Sports Journalism at AKMI Higher Education Institute.

Passenger Vehicles

The manufacturers represented by the Saracakis Group of Companies apply stringent specifications and extensive laboratory testing and have received international recognition from organizations such as the U.S. National Highway Traffic Safety Administration (NHTSA) and Euro NCAP for their progress in protecting drivers, passengers, and pedestrians.

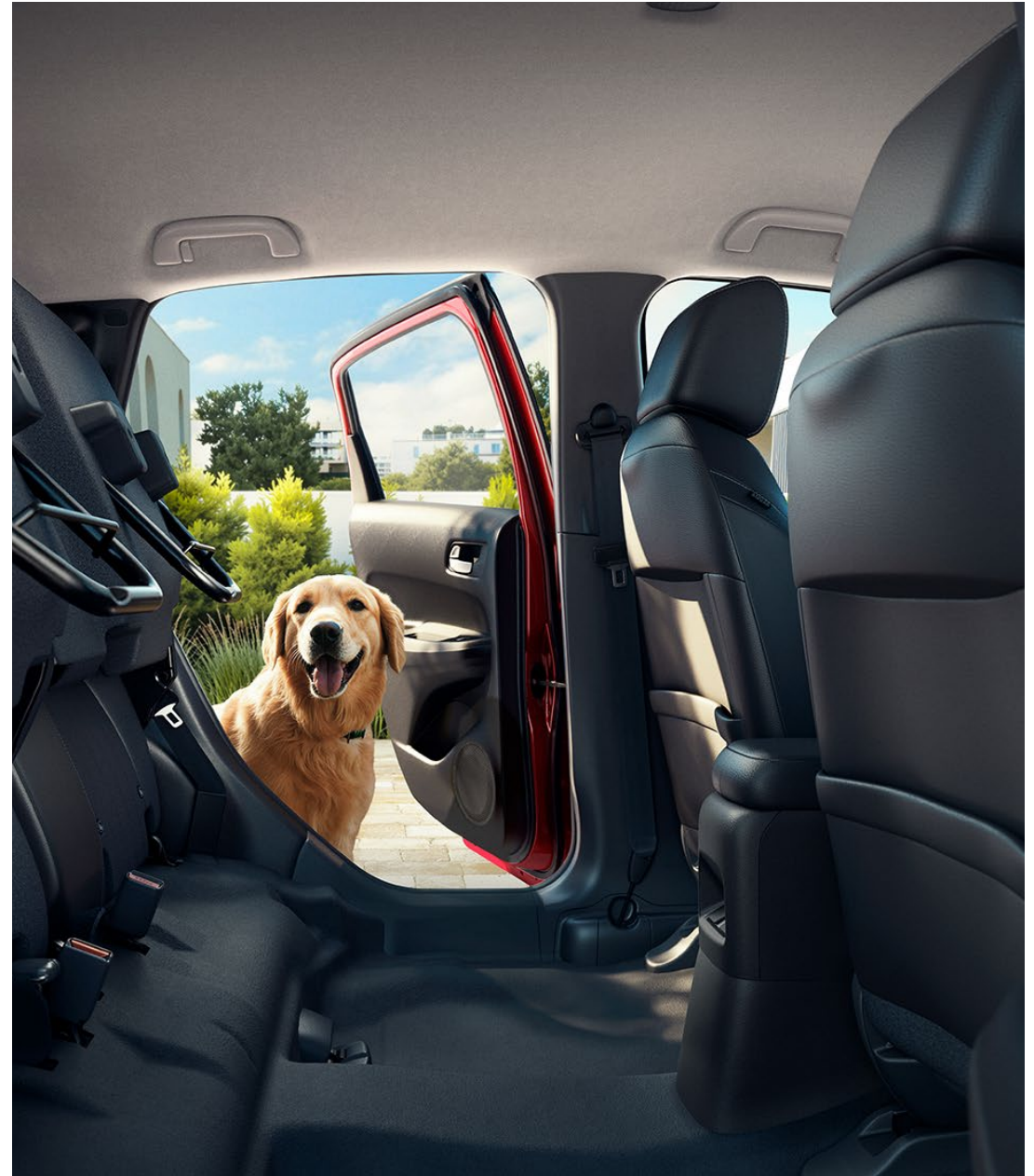
Upon delivery of a new vehicle, consumers and end-users receive comprehensive information regarding the safe operation and proper maintenance of the vehicle. For Honda vehicles, a digital User's Manual is provided, while Mitsubishi Motors vehicles are supplied with a printed User's Manual, depending on the model. In addition, consumers receive Honda's "Warranty and Maintenance Booklet" and Mitsubishi Motors' "Pan-European Assistance Program" documentation, which include critical safety instructions, required inspections, and the terms of the European warranty, ensuring that users are fully informed regarding the proper and safe operation of the vehicle.

The Pre-Delivery Inspection (PDI) process ensures that each vehicle complies with the manufacturer's specifications. The inspection checklist is signed by the authorized technician-inspector, retained by the authorized dealer, and provided to the consumer. Confirmation of proper delivery is also completed at the time of handover. In addition, users receive a Safe Use Manual describing the necessary precautions and recommended operating practices for critical systems, including the high-voltage system in electric vehicles, airbags, and child safety systems.

Honda and Mitsubishi Motors vehicles distributed by the Group comply with the highest available technical standards in the automotive industry and incorporate all key passive safety features, including impact-absorbing body structures, safety cages, front, side, and curtain airbags, seat belts with pretensioners, collapsible steering columns, and the eCall system. These features work together to maximize driver and passenger protection and form the foundation of the high safety standards offered by the Group's brands.

The vehicles also incorporate modern active safety and driver-assistance technologies, including advanced driver assistance systems (ADAS)⁴¹ and vehicle stability and braking systems (ABS/ASC/ASTC/EPS). Finally, modern Honda and Mitsubishi Motors vehicles are equipped with Event Data Recorders (EDRs), which record safety-related information — such as airbag deployment and system malfunctions — supporting diagnostics, investigations, and the continuous technological advancement of vehicles.

⁴¹Collision Mitigation Braking System (CMBS), Forward Collision Warning (FCW), Lane Departure Warning (LDW), Lane Keeping Assist System (LKAS), Adaptive Cruise Control Traffic Sign Recognition, Multi-angle rear-view camera.



Heavy-duty Vehicles

Modern buses are among the safest means of road transportation. The vehicles distributed by the Group are designed and manufactured to meet the highest safety standards. Intercity and urban buses, including electric models, undergo a series of demanding technical tests during which they are evaluated under extreme load conditions and challenging road environments. These tests include routes with sharp turns, surfaces with varying levels of traction — both slippery and non-slippery — as well as steep gradients, ensuring vehicle reliability and safety under real operating conditions.

In addition to maximizing safety, particular emphasis is placed on passenger comfort, driver safety, and accessibility for persons with disabilities.

The safety of consumers and end-users remains a fundamental priority and will continue to be at the center of the Group's approach. The truck and bus manufacturers represented by the Group comply fully with all applicable laws and EU General Safety Regulations while also pioneering the adoption of cutting-edge active and passive safety technologies. The trucks and buses offered by the Group are equipped with innovative driver-assistance and active-safety systems, including:

[Anti-lock Braking System \(ABS\)](#)

[Electronic Braking System \(EBS\)](#)

[Traction Control System \(TCS\)](#)

[Electronic Stability Program \(ESP\)](#)

[Hill Start Assist](#)

[Forward Collision Warning \(FCW\) with Advanced Emergency Braking System \(AEBS\)](#)

[Lane Keeping Support / Lane Departure Warning](#)

[Side Collision Avoidance Support](#)

[Driver Alert Support](#)

[Intelligent Speed Assistance \(ISA\)](#)

[Tire Pressure Monitoring System \(TPMS\)](#)

[Front Short Range Assist](#)

[Door Opening Warning](#)

[Rear Camera](#)

[Front Short Range Assist](#)

[Collision Warning with Emergency Brake](#)

[Driver Alert Support](#)

[Tire Pressure Monitoring System \(TPMS\)](#)





Motorcycles

Upon the sale of every motorcycle, the Saracakis Group of Companies provides consumers and end-users with a digital Owner's Manual. The manual includes detailed information on the safety specifications of all vehicle systems, as well as safe and proper operating and maintenance practices.

A printed Warranty and Maintenance Manual is also provided, containing important safety specifications and the daily inspections that riders should perform to ensure the safe operation of the motorcycle. The manual also includes a detailed checklist of all inspections completed by the responsible technical department on the motorcycle and its individual systems, ensuring that the vehicle is delivered to the end-user free of defects and with all systems — whether safety-related or otherwise — operating properly. This process is referred to as the Pre-Delivery Inspection (PDI).

The corresponding inspection checklist is signed by the authorized technician-inspector, with one copy retained by the authorized dealer and one copy provided to the consumer and end-user. Upon delivery of the motorcycle, a formal delivery confirmation process is completed and signed jointly by the dealer and the end-user. In addition, consumers and end-users receive a printed Safe Use Manual containing all necessary safety precautions that riders are required to observe during vehicle operation.

The Group applies the highest possible safety standards and technical specifications for the motorcycles it imports. Both Honda — the world's largest motorcycle manufacturer since 1959, with a long history of advancing critical safety systems — and Peugeot Motorcycles, the world's oldest motorcycle manufacturer, invest significant resources in the development of active and passive safety systems aimed at producing some of the safest vehicles available on the market.

Construction and Agricultural Machinery

Modern construction and agricultural machinery frequently operates under demanding conditions, including mines, construction sites, and agricultural environments, where adverse weather conditions prevail and large numbers of machines, vehicles, and workers operate simultaneously.

These challenging conditions make constant vigilance and strict adherence to safety protocols essential.

The machinery placed on the market—including excavators, loaders, bulldozers, graders, articulated trucks, and agricultural equipment—has been designed to address the risks associated with these activities and fully complies with all required safety specifications. These specifications relate both to the safe operation of the machinery and to the protection of the health and safety of workers, including operators and individuals working nearby.

This approach helps safeguard not only the operator, but also overall site safety, contributing to a safe and healthy working environment.

The safety systems incorporated into modern construction and agricultural machinery include:

- ROPS-certified operator cab (rollover protection) and FOPS certification (protection against falling objects)
- Emergency steering system (wheeled machinery)
- Reverse alarm and rearview camera
- Main electrical disconnect switch
- Overload warning system
- Protective guardrails and access systems for the upper structure of the machine (excavators)
- Surround-view camera system (excavators)
- Boom safety valves (excavators)
- Neutral Position Detection System (excavators)
- Emergency engine shutdown switch
- Seat belt reminder indicator
- Perimeter mirrors and backup alarm



Reduced Maintenance Activities due to Electrification

The transition to electrification and the growing adoption of electric and hybrid vehicles in the markets where the Saracakis Group of Companies operates are creating significant technological and operational changes that directly affect the traditional after-sales business model.

Electric and hybrid vehicles contain fewer mechanical components, require less maintenance, and substantially alter repair requirements, which may affect demand for traditional spare parts and lead to reduced utilization of workshop facilities. To address this challenge effectively, the Group has developed a comprehensive adaptation strategy that combines technical training, service enhancement, and infrastructure upgrades.

A central element of this approach is the systematic upskilling of technical personnel. The Group has invested significantly in internal and external training programs, as well as certifications for work on high-voltage systems, battery technologies, and electrified powertrain systems. The Group's technicians participate in specialized training programs at Honda's and Mitsubishi Motors' technical centers across Europe, while also receiving training on new technologies, software diagnostics, and advanced driver assistance systems (ADAS).

The manufacturers represented by the Group provide annual "Train-the-Trainers" programs, which are subsequently delivered throughout the authorized workshop network, ensuring that technical personnel across Greece possess the expertise required to support hybrid and electric vehicles. In addition, the Group collaborates with recognized educational institutions and lifelong learning centers to train technicians as High-Voltage Vehicle Technicians, strengthening workforce readiness for the growing electrification market.

At the same time, the Group has gradually expanded its service portfolio to address the evolving maintenance requirements of electric vehicles.



In this context, services have been developed focusing on diagnostics, software updates, inspection and maintenance of battery cooling and heating systems, and support for vehicle electronic systems. This expansion is directly linked to the increasing technological complexity of modern vehicles and represents a key pillar in maintaining the technical readiness of the Group's workshop network.

The Group's transition to electrification is further supported by its active participation in actions and initiatives that promote sustainable mobility, with the objective of further strengthening expertise relating to the requirements of electric fleets, both from a support and technical management perspective.

Through this integrated combination of actions — training, collaboration with international manufacturers, service enhancement, and technical capability development — the Group proactively and systematically addresses the risk arising from reduced demand for traditional maintenance services, while simultaneously strengthening its operational readiness and ensuring that its workshop network remains technically advanced and capable of delivering high-quality services for the vehicles of the future.



Cyber Insurance Products

The continuous digitalization of mobility services and the growing use of telematics applications are creating new challenges relating to data protection and the uninterrupted operation of digital systems. Within this evolving environment, the Saracakis Group of Companies is expected to benefit from a significant opportunity, from 2026 onwards, to enhance its service offering through the development of specialized cyber insurance solutions that address the needs of businesses, partners, and users operating within increasingly digital ecosystems.

This opportunity leverages the extensive expertise of Apollon Insurance Brokers S.A., which has longstanding experience in the management of commercial, industrial, and technical risks, as well as a strong foundation in needs assessment and business support services. Apollon has already developed capabilities in the field of cyber risks, covering incidents such as cyberattacks, data breaches, and system outages, while maintaining a high level of maturity in personal data protection and GDPR compliance.

Building on these capabilities, the potential expansion of Apollon's cybersecurity insurance portfolio represents a future business opportunity that aligns with the Group's strategic objective of providing secure, modern, and technologically reliable mobility services. Leveraging this opportunity may strengthen the resilience of digital services, increase customer confidence, and create added value through new insurance solutions that address the demands of the digital era.

Social Care Actions

Addressing Low Birth Rates in Alonissos in Partnership with HOPEgenesis



At the Saracakis Group of Companies, we are dedicated to fostering a society of equal opportunities that promotes the health and well-being of its members. Recognizing the critical issue of low birth rates in Greece and aiming to make a significant and meaningful contribution to addressing it, we have been collaborating with the non-governmental organization HOPEgenesis since 2018 under the initiative "With Hope on Board!".

Having "adopted" the island of Alonissos, where a negative birth-to-death ratio has been recorded in recent years, Saracakis Group covers all expenses related to pregnancy monitoring for every pregnant woman on the island, including prenatal examinations, childbirth costs, transportation, and accommodation expenses. Through this initiative, we provide security and support to expectant mothers throughout their pregnancy journey. At the same time, through awareness campaigns, presentations, and on-site meetings, we help spread a message of encouragement regarding family creation and childbirth among women living in these underserved areas.



As a result of the program, a total of **40 babies were born between 2019 and 2025**, while **5 additional births are expected during 2026**.

According to the latest data from the Hellenic Statistical Authority (ELSTAT), births in Greece declined by **4.2% in 2025**, while compared to 2020, the decrease exceeds **22%**. Greece is facing a serious demographic challenge, as each new year begins from an increasingly lower baseline and society risks accepting population decline as an inevitable reality.

Providing Free Office Space to the NGO DESMOS



We have granted free professional office space to the NGO DESMOS within our premises on 71 Athinon Avenue.

DESMOS partners with over 800 charitable organizations across the country, identifying their needs and channeling donations to where they are most urgently required. They support a wide range of organizations, aiding vulnerable groups throughout Greece. The mission of DESMOS is to facilitate the donation process between donors and organizations in need, ensuring that real community needs are met. Through their dedicated efforts, DESMOS has generated €7 million in value for society, transforming the lives of more than 130,000 individuals.

Supporting Vulnerable Social Groups in Partnership with DESMOS



In collaboration with DESMOS, our employees collected food and essential supplies to support economically vulnerable families served by the Aspropyrgos Social Grocery Store, which provides monthly assistance to approximately **600 beneficiaries**.

This initiative reflects our commitment to community well-being and social inclusion. The collection and distribution of food and basic necessities help address poverty and inequality while providing vulnerable individuals and families with a sense of support and solidarity.

Through initiatives such as these, we offer immediate relief to those most in need while promoting social cohesion and strengthening the spirit of mutual support within society.



Sponsorship of the “Chaos” Team from the NTUA School of Chemical Engineering



As part of the Memorandum of Understanding (MoU) between Saracakis Group of Companies and the National Technical University of Athens (NTUA), the Group sponsors the **CHAOS Team** of NTUA's School of Chemical Engineering.

The team achieved **first place in the international Chem-E-Car Competition in Boston**, competing against **53 teams from around the world**.

The team has participated in Chem-E-Car competitions since 2016 and has earned several distinctions, including first place in the Greek national competitions held in Athens in 2019 and Thessaloniki in 2024, as well as fifth place in the international competition held in Orlando, USA, in 2019.



Sponsorship of the Greek “Lara Guide Dog School”



Committed to improving the lives of all drivers, we proudly sponsor a special group of “guides”: guide dogs for individuals with visual impairments. **As a sponsor of the Greek Guide Dog School “Lara” we have provided a vehicle to support their operations.**

Lara Guide Dog School, a member of the International Guide Dog Federation, trains and provides guide dogs free of charge to individuals with total or partial vision loss. With over 200,000 people in Greece experiencing severe vision problems, our efforts to enhance their quality of life are crucial.

Guide dogs serve as ideal companions for safe, quality and independent mobility. These guide dogs are selected from specialized breeding programs, socialized and trained positively for about 18 months. The Lara Guide Dog School trains both handler teams and guide dogs, adhering to the highest international training standards. In this way, it ensures that individuals with vision impairments can navigate their surroundings safely and confidently.



Donation of a 50-Seat Volvo Bus to the Municipality of Agia Paraskevi



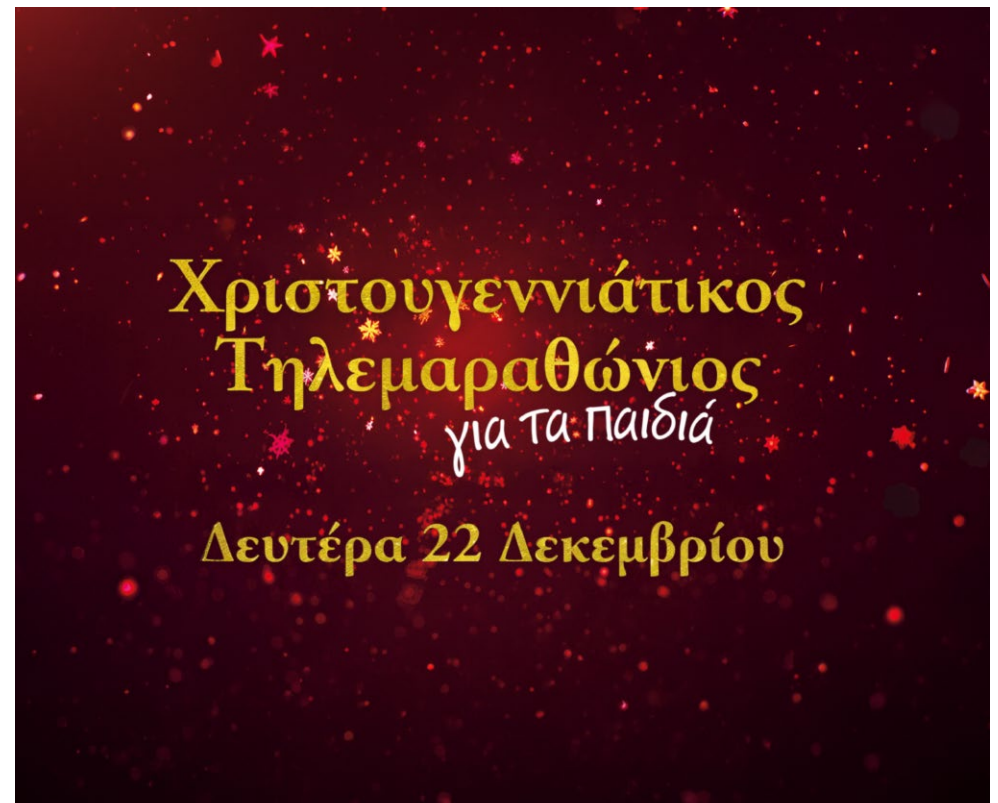
We donated a **50-seat Volvo bus** to the Municipality of Agia Paraskevi to improve transportation accessibility and facilitate mobility for citizens using municipal services. The official handover ceremony took place in the municipality's central square in the presence of Mayor Giannis Mylonakis, Deputy Mayors, and representatives responsible for municipal assets, infrastructure, sustainable urban mobility, operational planning, communications, citizen services, and social dialogue.



Supporting the ANTI Christmas Telethon – €3.33 Million Raised for Children in Need



Saracakis Group of Companies supported the **ANTI Christmas Telethon for Children**, which concluded successfully on **22 December 2025**, raising **€3.33 million** to support thousands of children in need. The Group's active participation had a tangible impact and reflected its commitment to solidarity and social responsibility, contributing to the support of children and families living at or near the poverty line.





Governance

ESRS G1 Business Conduct



ESRS G1 – Business Conduct



The Group's Approach

- G1-3

The Saracakis Group of Companies considers responsible business conduct to be a core pillar of its corporate governance framework, recognizing that integrity, transparency, and consistency in decision-making have a direct impact on its credibility and its relationships with employees, consumers and end-users, and business partners. Its operations are founded on shared values and ethical principles that shape its operating framework and guide the day-to-day conduct of its people.

Established control mechanisms and clearly defined responsibilities ensure that the principles of responsible business conduct are applied consistently across all Group activities.

As part of its ongoing efforts to strengthen corporate governance, the Group is evaluating the future introduction of targeted metrics and objectives to enable more comprehensive monitoring of related performance and a clearer assessment of its organizational progress.

Organizational Structure

The Boards of Directors of the companies within the Saracakis Group of Companies constitute the highest governing bodies and are responsible for strategic planning and the overall oversight of the operations of the Group's companies. Their composition and responsibilities are defined by each company's Articles of Association and the applicable legal framework, ensuring institutional continuity and effective corporate governance.

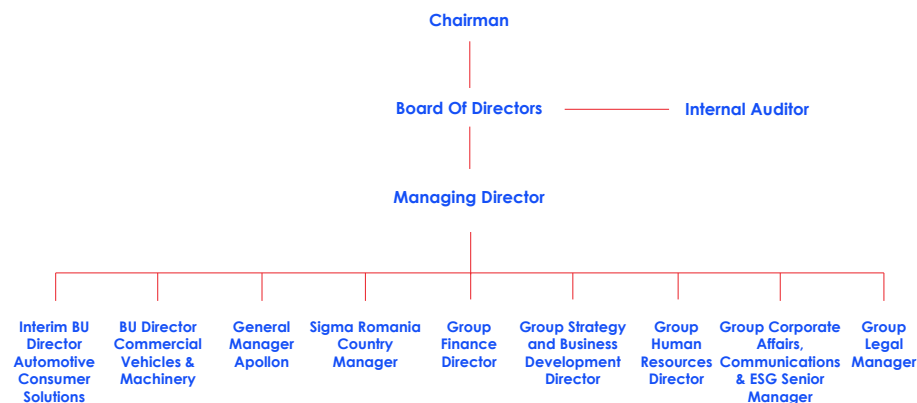
More specifically, Saracakis Brothers S.A. has a Board of Directors chaired by Mr. Alexandros Saracakis, who also serves as Chief Executive Officer, while a similar governance structure exists at J. D. Saracakis Commercial and Holding S.A.

At the same time, SIGMA Bulgaria SJSC operates under a Board of Directors chaired by Mr. Alexandros Saracakis, with oversight exercised collectively by the Board and no separate Chief Executive Officer position. SIGMA CVM Romania S.R.L. has a Board of Directors chaired by Mr. Alexandros Saracakis. In addition, ENSER S.A. has a Board of Directors chaired by Mr. Dimosthenis Bouras, while Mr. Filippos Menagias serves as Chief Executive Officer. At Apollon Insurance Services, Mr. Alexandros Saracakis serves as Chairman and Mr. Georgios Varopoulos serves as Chief Executive Officer, while at Apollon Insurance Brokers S.A., Ms. Sofia Sikotaki serves as Chairwoman and Chief Executive Officer.

The Group's organizational structure, as reflected in its official organizational chart, is based on a clear allocation of roles, hierarchy, and responsibilities, effectively supporting the work of the Boards of Directors and executive management. The alignment between central functions and individual operational / business units ensures smooth coordination, consistent implementation of corporate procedures, and a unified approach to decision-making across all Group companies.

This structure strengthens corporate governance by supporting transparency, accountability, and effective management oversight. At the same time, it contributes to operational continuity and the Group's long-term sustainability by ensuring that business operations remain aligned with its strategic direction and principles of responsible business conduct.

Group Organizational Chart



Within this context, the Saracakis Group of Companies has identified and assessed the positive impacts, opportunities, and risks associated with its business conduct. This approach enables the Group to further enhance its responsible business practices and effectively manage issues relating to its operations and partnerships, supporting its sustainable and responsible growth.

Positive Impacts, Risks and Opportunities related to Business Conduct

Corporate Culture (+)

The Saracakis Group of Companies has a well-established positive impact in relation to corporate culture.

Through its established business conduct practices, the Group has developed a cohesive framework of shared values, principles, and professional standards that guide the behaviors, decisions, and interactions of employees and management. This approach strengthens integrity, accountability, and trust across all Group operations.

Corruption and Briber (+)

The Group generates a positive impact through the prevention of corruption and bribery by implementing practices that promote transparency and compliance with business ethics principles. Through established ethical principles, the prevention of undue influence, and a clear approach to professional conduct standards, the Group ensures that decisions are made impartially and in accordance with ethical requirements. This framework enhances professionalism and the stability of corporate operations.

Supplier Relationships and Payment Practices (+)

The Group generates a positive impact in the management of payments and supplier relationships, recognizing the importance of consistency, timely settlement of obligations, and transparency in financial transactions. Its responsible management of supplier and commercial relationships supports operational continuity, strengthens credibility with suppliers, and contributes to maintaining a stable and collaborative business environment.

Responsible Supply Chain in the Automotive Sector (Opportunity)

The sourcing of products from internationally recognized manufacturers that comply with strict environmental and quality standards creates a significant long-term opportunity for the Group. The responsible selection of business partners enhances the Group's reputation, supports product value, and strengthens customer confidence.

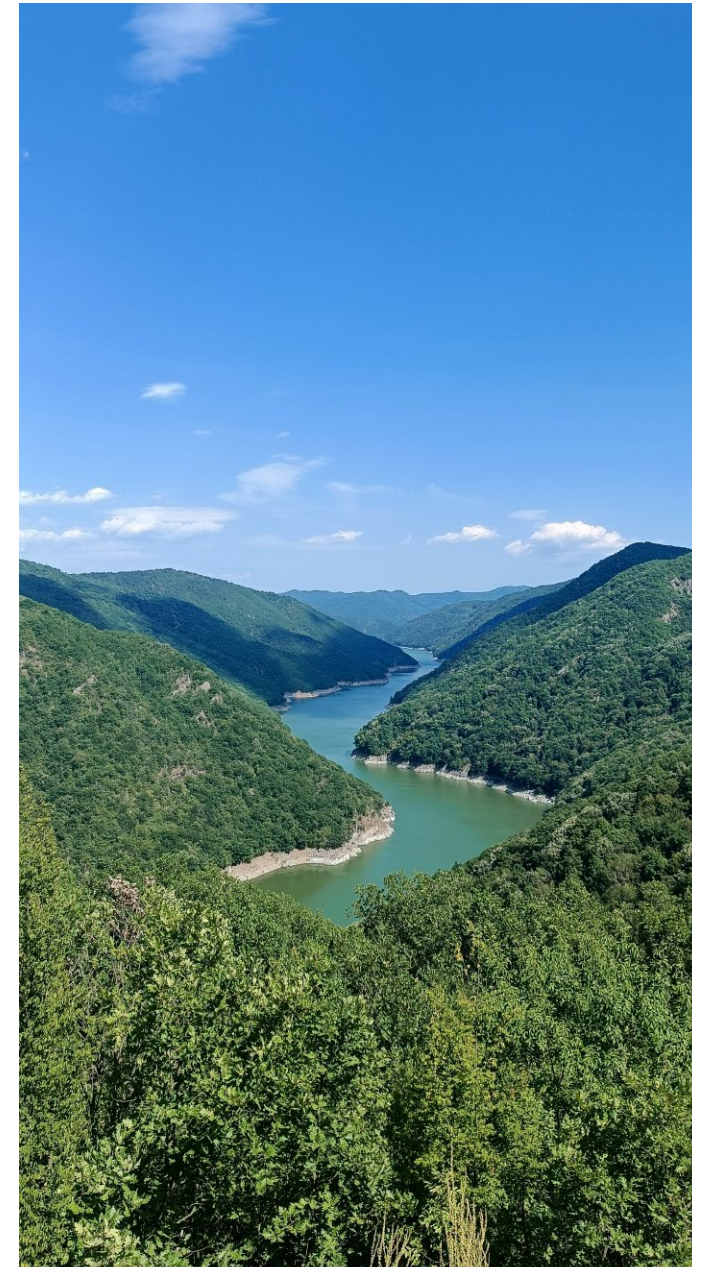
This opportunity has been identified with a 2030 time horizon, reflecting its contribution to sustainable development and the modernization of mobility solutions.

Geopolitical Disruptions in the Supply Chain (Risk)

The Saracakis Group of Companies faces a significant risk associated with the international nature of its supply chain. As a substantial portion of its products and spare parts is sourced from abroad, geopolitical developments or disruptions in global trade flows may result in delays, increased costs, or limited availability. This risk relates to the upstream value chain and may affect operational continuity, particularly in activities that depend on a stable supply of materials and equipment to serve customers.

Limited Supplier Diversification (Risk)

In Romania and Bulgaria, the Group relies on a single supplier for critical equipment. This limited diversification increases exposure to operational and commercial risks, as any disruption to or change in these relationships may affect the uninterrupted supply of products and services. The risk relates to the upstream value chain and is associated with the stability of supplier flows and the continuity of customer service.



Business Conduct Policies

- [G1-1](#)

Corporate Culture and Anti-corruption

The Saracakis Group of Companies fosters a corporate culture based on integrity, accountability, and respect for all individuals involved in its business activities. This culture is applied on a daily basis through shared values and practices that guide the decisions and behaviors of employees and management. The Group's policies and procedures collectively contribute to creating an environment of professionalism, trust, and transparency in relationships with employees, suppliers, consumers, end-users, and business partners.

Within this framework, the Group has not identified any specific business functions or roles that are inherently more exposed to risks of corruption or bribery, as no incidents indicating increased vulnerability in particular areas have been recorded. For this reason, its approach to preventing and deterring such practices is applied consistently across all departments, management levels, and business functions throughout the Group.

In addition, the Group applies specific controls designed to prevent corruption and other improper practices.

The Code of Conduct establishes the framework for identifying and preventing conflicts of interest and other inappropriate behaviors. At the same time, the internal audit function and well-established ethical standards ensure that business activities are conducted objectively and in compliance with the applicable regulatory framework.

Furthermore, the whistleblowing mechanism, which is fully aligned with legislative requirements concerning the protection of reporting persons, provides secure and confidential channels for reporting any inappropriate conduct. Through this coordinated approach, the Group strengthens its positive impact both in relation to corporate culture and the prevention of corruption, maintaining high ethical standards and reinforcing the long-term trust of its stakeholders.

Code of Conduct

The Code of Conduct of the Saracakis Group of Companies serves as the primary framework guiding the professional conduct, decisions, and business dealings of all Group companies. It reflects the Group's shared values, principles of integrity, and commitments that govern its operations, ensuring that employees, executives, and business partners act responsibly and respectfully in every business activity.

The Code promotes transparency and professionalism while establishing clear standards relating to data protection, confidentiality, the proper use of corporate resources, the prevention of improper practices, and compliance with applicable laws and regulations. The Code serves as a practical reference point for appropriate conduct in day-to-day situations and contributes to maintaining stakeholders' trust in the Group.

As an integral component of the Group's corporate governance framework, the Code is subject to continuous review to further align it with international compliance practices and recognized anti-corruption standards, including the principles of the United Nations Convention against Corruption (UNCAC). This approach strengthens the Group's integrity framework and reinforces mechanisms for preventing improper or unethical practices across all Group operations.



Gifts, Hospitality, and Meals

The Saracakis Group of Companies recognizes that professional relationships must be built on integrity, transparency, and mutual respect, without personal benefits or practices that could create the perception of undue influence. To this end, the Group applies principles governing the offering and acceptance of gifts, favors, hospitality, and invitations, ensuring that no transaction influences — or appears to influence — the independent judgment of employees.

The acceptance of benefits is limited to items of symbolic value associated with legitimate business purposes, while the offering of such benefits is permitted only within the framework of approved corporate activities. At the same time, social interactions with business partners, consumers, and end-users are permitted when they support legitimate business relationships and remain within accepted ethical standards, fostering trust and integrity in business dealings.

Competition and International Trade

The Group actively supports fair competition, recognizing that a healthy marketplace depends on transparency, objectivity, and the equal treatment of all parties involved. Within this framework, relationships with suppliers, consumers, and end-users are developed on the basis of objective criteria such as quality, reliability, technical capability, and financial stability, thereby supporting fair and competitive market practices.

At the same time, the Group complies with international trade restrictions, sanctions, and regulatory requirements governing trade and the movement of goods. The control and compliance procedures established by the Group prevent participation in prohibited transactions or activities that could expose the Group to legal, regulatory, or reputational risks. Through this approach, the Group ensures that its international business activities are conducted responsibly and in full compliance with applicable market rules.

Prevention of Conflicts of Interest

The prevention of conflicts of interest is a key element of the Group's responsible business conduct. Clear principles defining the obligations of employees and executives contribute to maintaining an environment in which decisions are made objectively and independently. The Group has established procedures for identifying and promptly addressing situations that could affect impartiality or create the perception of inappropriate influence.

This approach fosters relationships built on trust and professional integrity while preventing practices that could result in personal gain at the expense of the Group's interests. Employees and executives are encouraged to report situations involving potential conflicts of interest promptly in order to promote transparency and safeguard the integrity of corporate operations.



Internal Audit Procedure

The Internal Audit Procedure of the Saracakis Group of Companies is a key mechanism for strengthening corporate governance by providing independent and objective assurance regarding the effectiveness of governance processes and overall operations. Through a systematic and disciplined approach, the procedure contributes to improving the Group's operations and ensuring sound and responsible corporate management.

It applies to all Group companies and functions in Greece and abroad. Specifically, it begins with the annual audit planning process, during which a risk assessment is conducted based on interviews with executives, reviews of strategic and operational objectives, evaluations of previous findings, and analyses of relevant performance data. The results are used to prepare the Annual Audit Plan, which defines the audit areas, timetable, and resources required.

The audit process includes preliminary preparation and a detailed assessment of the processes of the business unit under review. This work is carried out through document reviews, observation of operations, discussions with the relevant departments, and audit testing, with the objective of identifying weaknesses and formulating well-supported recommendations for improvement. Following the completion of each audit, a draft audit report containing the key findings and recommendations is prepared and subsequently finalized following comments from the departments involved.

Implementation of the recommendations is monitored systematically through regular communications, follow-up reviews, and semiannual reports to Management, ensuring that identified issues are addressed consistently and within the prescribed timeframes. At the same time, the procedure incorporates quality assurance and continuous improvement practices, including annual internal assessments and monitoring of best practices, enabling the mechanism to evolve in line with the Group's needs.

Within this framework, a standardized findings monitoring and evaluation process is applied, including the systematic recording and classification of findings according to risk level, as well as monitoring progress in implementing the required corrective or preventive actions. This process applies to findings relating to deviations from internal procedures and standards of business conduct that may arise in the course of audit activities.

For each finding, appropriate actions are defined together with specific implementation timelines. These actions are monitored through regular follow-ups, while follow-up reviews are conducted to confirm that the underlying causes have been effectively addressed and that recurrence is prevented. Depending on the nature and severity of the findings, such actions may include strengthening internal controls, revising procedures, or implementing other appropriate corrective measures in accordance with the Group's applicable regulatory and internal framework.

The consolidated reports prepared through this process enhance transparency and accountability, supporting the continuous improvement of operational effectiveness and corporate governance.

Through the overall operation of the Internal Audit function, the Group strengthens corporate governance, ensures compliance with internal policies, and supports the responsible, transparent, and secure operation of its companies, contributing to long-term sustainability and the protection of its corporate reputation.



Whistleblowing Policy

As part of its commitment to integrity, transparency, and responsible corporate operations, the Saracakis Group of Companies has implemented a formal Whistleblowing Policy fully aligned with Law 4990/2022 and Directive (EU) 2019/1937. The policy incorporates the principles of objectivity, confidentiality, and business ethics, contributing to an environment in which employees and other stakeholders can report violations in good faith without fear of retaliation.

The Group has appointed a Designated Officer for Receiving and Monitoring Reports who is responsible for receiving, recording, and handling reports confidentially. This role is performed in accordance with the principles of independence, impartiality, and personal data protection, ensuring that every report is reviewed objectively and professionally.

Reports may be submitted through multiple channels — including the electronic reporting platform, email, a dedicated hotline, a postal address, or a meeting with the Designated Officer — allowing both identified and anonymous reports to be submitted in accordance with the applicable data protection framework. Each report follows a structured process consisting of initial assessment, investigation, evidence gathering, implementation of corrective measures, and feedback to the reporting person where feasible. Records of reports are retained for a minimum of five years, ensuring traceability and consistency in their management.

The Whistleblowing Policy provides for zero tolerance of any form of retaliation and safeguards the complete confidentiality of reporting persons' identities, except where disclosure is required by law. In addition, reporting persons covered by the applicable legal framework are entitled to free legal advice, representation, and psychological support, reinforcing confidence in and trust toward the mechanism.

Through the implementation of the Whistleblowing Policy, the Group strengthens its ability to identify and address incidents of non-compliance, corruption, and weaknesses in critical functions in a timely manner. In this way, it contributes meaningfully to maintaining operational continuity, protecting the Group's corporate reputation, and fostering a trustworthy and ethical environment of collaboration with employees, business partners, and suppliers.



Actions and Metrics related to Business Conduct

• G1-2, G1-4

To support the effective implementation of ethical principles and maintain a high level of corporate integrity, the Saracakis Group of Companies undertakes actions that promote transparency and support the consistent application of business conduct policies across all of its activities. In 2025, members of the Boards and management teams of the Group's companies were informed of the key policies relating to the prevention of corruption and breaches of business ethics, ensuring a common understanding of the relevant responsibilities at the highest level.

In addition, the Group recognizes that training plays a critical role in shaping and strengthening its corporate culture.

Within this context, regular awareness and communication activities relating to the Code of Conduct are carried out across the organization and are addressed to all employees and functions involved in the day-to-day application of the principles of responsible business conduct. These actions aim to maintain a high level of awareness and understanding of ethical requirements, although a fully structured training program has not yet been formally established.

As the Group's corporate governance framework continues to evolve, the gradual development of more structured and targeted training initiatives is being considered, taking into account the specific characteristics, responsibilities, and needs of individual roles and functions. In addition, the effective operation of the Group is supported by designated roles, such as the Designated Officer for Receiving and Monitoring Reports, who oversee critical processes, manage reports confidentially, and support compliance with regulatory requirements. The retention of related records for a minimum of five years ensures traceability, consistency, and documented monitoring.



At the same time, the Group places particular emphasis on regulatory compliance through structured mechanisms, including the monitoring of legal developments with the support of specialized legal advisors, oversight of compliance with the General Data Protection Regulation by the Data Protection Officer (DPO), and oversight of tax compliance by the Group's tax officer. In this way, a consistent and coordinated approach to managing critical compliance matters is maintained across all Group companies.

Furthermore, the Internal Audit function provides an independent level of assurance. The annual audit program assesses risks associated with financial, legal, and tax obligations, reputational matters, asset loss, and operational weaknesses, while its findings are used to support the continuous improvement of processes and the strengthening of corporate governance.

As a result of these mechanisms, no incidents of corruption, bribery, or other forms of serious non-compliance were recorded in 2025, nor were any sanctions imposed or legal actions initiated in relation to violations of ethics policies or competition law.

This overall performance confirms that the Group's business conduct framework is applied consistently and operates effectively as a preventive mechanism. Through continuous monitoring, designated oversight roles, compliance mechanisms, and secure reporting channels, the Group continues to strengthen its commitment to ethical, responsible, and transparent business operations.

Procurement and Purchasing Procedure

• G1-1

The Saracakis Group of Companies applies a standardized and fully structured Procurement and Purchasing Procedure designed to ensure transparency, consistency, and the optimal use of corporate resources at every stage of the procurement of goods and services. The procedure applies across all Group companies and establishes a unified framework of rules that supports sound decision-making, operational efficiency, and enhanced accountability within the Group's internal management systems.

The Facilities & Procurement Manager (FPM) serves as the main coordinator of the process and is responsible for coordinating purchase requests, ensuring compliance with corporate requirements, and overseeing the process from the submission of a request through to the completion of the procurement. All purchases are conducted through the Therefore electronic platform, where requests, quotations, supplier information, and supporting documentation are recorded, ensuring centralized recordkeeping, traceability, and support for audit processes.

Within this framework, the Group maintains an Approved Supplier List, which is updated by the FPM and serves as the primary reference point for all supplier engagements. For procurements involving suppliers outside the Approved Supplier List, predefined competitive quotation requirements apply. Supplier selection is based on a combination of objective criteria, including value for money, delivery and response times, organizational capability, credit terms, and financial stability.

During the reporting period, no distinct quantitative ESG indicators were applied as standalone supplier selection criteria at the Group level. However, supplier evaluations are supplemented by assessments relating to compliance, business ethics, and the transparency of business relationships.

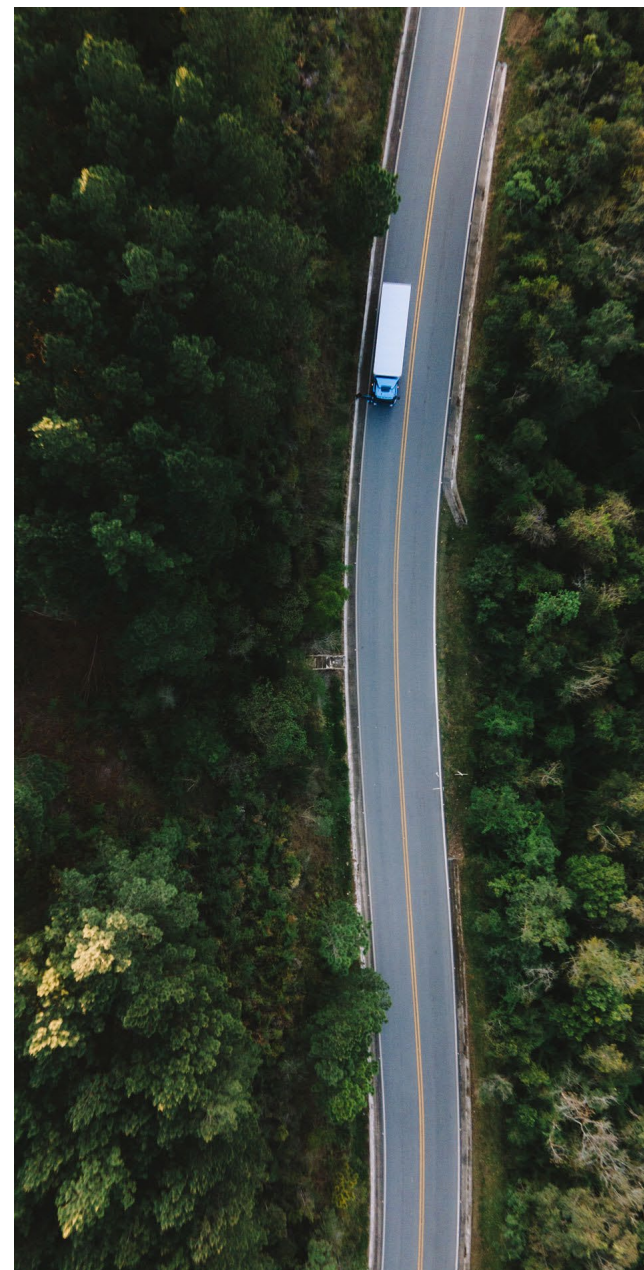
At the same time, key suppliers are evaluated periodically, contributing to the continuous enhancement of supplier quality and supply chain resilience. As part of the Group's due diligence process, these evaluations focus primarily on compliance with applicable regulatory requirements and principles of business conduct. However, in 2025, they did not include a structured dialogue with suppliers regarding the improvement of their ESG performance. Through its ongoing collaboration with its supplier network, the Group is considering the gradual integration of sustainability-related initiatives and dialogue into its supplier engagement practices.

In addition, all procurement contracts are approved by the relevant business executives, the Accounting, Tax Compliance and Credit Control Manager, the Financial Director, and the Legal Manager, ensuring full transparency and alignment with the Group's internal procedures.

At the same time, the Group supports the local supply chain by selecting, where feasible, suppliers operating in the Greek market. **In 2025, 99.2% of operating expenses were directed to local suppliers⁴²**, reflecting the Group's commitment to supporting the domestic economy and maintaining a resilient partnership network.

Through the implementation of this structured procedure, the Group strengthens the transparency, consistency, and quality of its procurement activities, establishing a solid foundation for responsible business relationships and effective supply chain management.

⁴²Note: For the purposes of this disclosure, "significant locations of operation" refer to the Saracakis Group of Companies' facilities in Greece, Bulgaria, and Romania, while "local suppliers" are defined as suppliers operating within those same countries. The total procurement budget does not include purchases of vehicles, construction machinery, and spare parts marketed by the Group, as the relevant information had not been collected at the time of publication of this Sustainability Report.



Supplier Relationships and Payment Practices

• G1-2, G1-6

The responsible management of payments and the development of long-term supplier relationships are key factors in maintaining the operational continuity and commercial credibility of the Saracakis Group of Companies. Consistent fulfillment of financial obligations, combined with transparency in transactions, strengthens the trust of business partners and supports a stable and sustainable supply chain.

The Group applies standardized procedures to ensure that each procurement is processed properly and within reasonable timeframes, from the registration of purchase orders in the Therefore platform through to receipt verification and the recording of the relevant invoices by the Procurement Department and the Accounting Department. This integrated process reduces the risk of delays, ensures accuracy in financial flows, and supports the consistent fulfillment of agreed payment terms.

The Group's overall performance is reflected in the key metrics monitored as part of its responsible payment practices. Specifically, the Saracakis Group of Companies applies standard payment terms of 90 days, which are applied consistently, including to small and medium-sized enterprises (SMEs). During the reporting period, consolidated quantitative data on the percentage of payments made within agreed payment terms were not available. However, the number of pending legal proceedings relating to late payments was zero, demonstrating the Group's commitment to sound financial management. **At the same time, the Group is considering the gradual integration of additional monitoring indicators into its reporting system to enable a more comprehensive assessment and systematic monitoring of its payment practices.**

In addition, the Group strengthens the quality of its supplier relationships through the maintenance of an Approved Supplier List, the periodic evaluation of suppliers, and the application of objective supplier selection criteria. These practices foster an environment of stability and mutual trust, contributing to supply chain resilience and the maintenance of long-term, responsible relationships with the Group's suppliers.





Responsible Supply Chain in the Automotive Sector

• G1-2

The responsible management of the supply chain represents an emerging and significant opportunity for the Saracakis Group of Companies, as global developments in the industry continue to increase the importance of product quality, safety, and sustainability. The Group's partnerships with internationally recognized manufacturers of vehicles, machinery, and equipment that apply advanced production systems and rigorous environmental and technical standards provide a solid foundation upon which this opportunity can be leveraged in the future. These manufacturers invest in low-emission technologies, energy efficiency, and innovative safety solutions, developments that are gradually enhancing the Group's market differentiation and competitive advantage.

At the same time, the Group's product portfolio includes mobility solutions and professional equipment that are aligned with market trends toward sustainable and technologically advanced options, such as low- or zero-emission vehicles, hybrid and plug-in technologies, and equipment with a reduced environmental footprint or enhanced operational features. As global expectations regarding responsible sourcing and transparent supply chains continue to increase, this portfolio is expected to become even more valuable to the Group.

In addition, the continuous training and technical expertise acquired through the training programs of the Group's manufacturing partners cover particularly important aspects and emerging technological trends within the industry. This ongoing enhancement of technical capabilities strengthens the Group's future operational readiness and enables it to effectively support next-generation products as they continue to evolve.

As a result, the Group's close collaboration with high-standard manufacturers and the gradual strengthening of its technical and operational capabilities create the conditions for responsible supply chain management to become a meaningful opportunity in the years ahead. The establishment of sustainable sourcing practices, greater customer trust, and enhanced differentiation as the market increasingly shifts toward responsible business practices contribute to the development of a strong future competitive position for the Group and the creation of added value for consumers and end-users.

Geopolitical Disruptions in the Supply Chain

• G1-2

As an importer of vehicles, machinery, and spare parts from international markets, the Saracakis Group of Companies depends on the uninterrupted operation of global supply chains. This dependence on critical materials, equipment, and energy resources originating from geopolitically unstable regions is already contributing to delivery delays, increased procurement costs, and challenges in operational planning. Such disruptions affect product availability, hinder the reliable supply of spare parts and technical support, and, more broadly, impact the Group's competitiveness and financial performance.

To mitigate the financial and operational impacts of these challenges, **the Group collaborates with international manufacturers that apply mature production processes and high-quality standards, strengthening supply stability even under conditions of heightened global uncertainty**. Manufacturers' compliance with advanced technological standards — including low- and zero-emission solutions, hybrid and electrified systems, and advanced safety technologies — contributes to the development of more resilient and adaptable supply chains.

At the same time, the continuous technical training provided to the Group's workshops further supports the management of supply chain disruptions. Through programs covering advanced technologies and new operating standards, operational readiness is enhanced, enabling technical teams to respond effectively to customer needs even when delays occur in the supply of materials.

Through this approach, the Group continues to strengthen the resilience of its supply chain and reduce its exposure to factors beyond its control, helping ensure its ability to provide reliable products and services in an international environment characterized by ongoing geopolitical uncertainty.

Limited Supplier Diversification

• G1-2

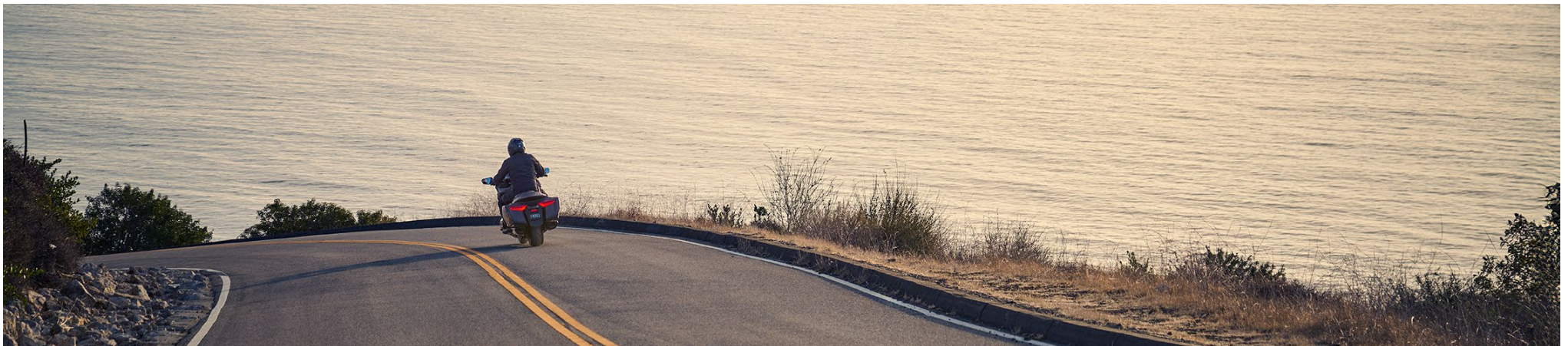
In Romania and Bulgaria, the Saracakis Group of Companies relies on a single supplier for the provision of agricultural equipment and construction machinery, respectively. The limited diversification of suppliers in these markets creates a significant and direct risk, as any changes in the business relationship, delivery delays, or supply disruptions could affect equipment availability and create challenges for the operational continuity and commercial performance of the Group's local operations.

This dependence increases the Group's exposure to price fluctuations, supplier operational disruptions, and unforeseen external factors, which may affect its ability to serve consumers and end-users, as well as the stability of sales in these markets.

To address this risk, the Group maintains an established presence in Romania and Bulgaria through its local companies, Sigma CVM Romania S.R.L. and Sigma Bulgaria SJSC, which support the Group's commercial and technical activities in these markets. Local operations of Sigma CVM Romania S.R.L. are further supported by partner networks and support services that help maintain operational readiness, even during periods of limited product availability.

At the same time, the Group continues to strengthen its relationships with manufacturers that apply high standards to maintain supply chain stability and invest in the technological training of their partners. The continuous training provided to the Group's technical teams by these suppliers contributes to maintaining service quality and partially mitigating the impacts that may arise from changes in equipment availability.

Through this approach, the Group strengthens its operational resilience, maintains a high level of preparedness, and helps ensure the smooth and efficient supply of products in these markets, even under conditions of heightened uncertainty.





Annex



Annex

The content index below includes the disclosure requirements deemed material based on the outcome of the Double Materiality Assessment. Topics assessed as not material — namely E2 (Pollution), E3 (Water and marine resources), E4 (Biodiversity and ecosystems), S2 (Workers in the value chain) and S3 (Affected communities) — are not included in the index.

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