

Quest
HOLDINGS

**QUEST FOR
EXCELLENCE** **2019**
**SUSTAINABLE
DEVELOPMENT
REPORT**







SUSTAINABLE DEVELOPMENT REPORT 2019

The growth and development of the Group have as a driving force its values and its people, starting with the principles of sustainable development. The creation of value through business excellence is the central core of the Quest Group's philosophy and strategy and governs the way in which the Group's companies operate and grow.

About the Report

This Report is the 6th Annual Sustainable Development Report (hereinafter the "Report") of the Quest Group. With its publication, we aim to inform our stakeholders in a transparent manner about our strategy, objectives and performance on the Group's and its companies' material issues of sustainable development for the period 1.1.2019 - 31.12.2019. The previous report of Quest Group was issued in December 2019 and covered the period 1.1.2018 - 31.12.2018. There is no basic recast in this Report compared to the previous period.

The Report has been prepared in accordance with the Global Reporting Initiative (GRI), core option¹ and has received external assurance (see page 229). Also, in an effort to integrate the ESG 2019 Athens Stock Exchange Information Disclosure Guide, the Report includes compliance with selected basic, advanced and industry based indicators, for which external assurance has been obtained.

In this Report, it was chosen to disclose information about Group companies with a total turnover exceeding 10% of the consolidated turnover over the last 3 years. As a result of this approach, the Report includes the companies Info Quest Technologies, Uni Systems, iSquare and ACS, excluding the companies Quest on Line, iStorm, Cardlink and Quest Energy, for which relevant data are included at Group level, only as regards the indicators of the ESG Information Disclosure Guide of the Athens Stock Exchange and selected GRI disclosures.

For any further inquiry on the Sustainable Development Report, please contact the Quest Group Press Office at +30 211 999 1494 or online at pr@quest.gr.

We are very grateful to the Department of Climate Change Services and Sustainable Development of EY Greece for the cooperation and support it provided in the context of the Sustainable Development Report 2019.

¹This report has been prepared in accordance with the GRI Standards: Core option'

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Management Messages





Message of the Chairman

The Quest Group has so far shown that it is resilient, adaptable and ready to face the challenges of the global pandemic. By meticulously complying with all necessary sanitary measures, we seek to continuously support our employees, to immediately respond to the requirements of our customers, to thoroughly plan risk management, to implement our strategic and investment plans, as well as to continuously modernize our operation, with a focus on good corporate governance and regulatory compliance.

The performance of our Group, during the first months of 2020, confirms our belief that, apart from completely unexpected developments, the pandemic may test our resilience, without reversing our development course. The vision and the tireless efforts of all of us to make our Group a “great” organization, are and remain strong.

2019 was another year that we are proud of. All Group companies have made progress. Consolidated turnover exceeded € 600 million with an increase of 21% compared to 2018 and net pre-tax profitability increased by 26% to € 30 million. We invested over € 34 million, mainly in the energy sector and closed the year with net cash of € 24.8 million.

We continued to be one of the employers of choice in Greece, but also abroad, increasing our employees by 161, constantly investing in the development and evolution of their knowledge and skills, not only focusing on talent, but aiming to develop the talents of everyone. Our priority is to create a modern working environment that meets the needs of all and offers a balance between professional and personal life. Quest companies employ a total of more than 1,900 people, many of them in high-skilled jobs. In 2019 we paid salaries and insurance contributions of employees that exceeded € 75 million.

In 2019, we continued all the business development activities foreseen in our strategic planning, and we thus strengthened the competitive position of our companies. In addition to investments in the energy sector, we started implementing other important investments, such as that of the ACS sorting center in Athens, with a total budget of over € 40 million.

At the same time, having corporate governance and regulatory compliance as a top priority, we have implemented a number of relevant actions, focusing in particular on strengthening effective governance, as well as on risk management through the development and introduction of state-of-the art systems.

2020 will be a particularly demanding year, a big bet for all of us. We draw strength and optimism from the prudent and effective response to the crisis and the performance of our country to date. We look forward to continuing this approach, realizing at the same time the existing challenges and uncertainties.

Our Group does not intend to stop implementing its strategic and investment plans. By continuously evaluating the developments and potential risks, we will continue to work and contribute to the development of the Greek economy and society, pursuing all the existing but also new activities and with even greater determination for success.

I thank from the bottom of my heart all the employees and associates of the Quest Group, who have proved once again how worthy, dedicated and capable they are.

When this global threat of COVID-19 is over, or at least reliably tamed, our Group will be stronger, more competitive and a few steps ahead in its transformation, from “good” to “great”.

Theodoros Fessas
BoD Chairman Quest Holdings



Message from the Chairwoman of the CSR and Sustainable Development Committee

The Sustainable Development Report for 2019, published for the 6th consecutive year, presents the panorama of the companies of the Quest Group through the course of its 39 years, while highlighting the philosophy, strategy and activities, along with their goals and performance on Sustainable Development issues, thus reaffirming our commitment and responsibility to stakeholders and society.

To this end, we cultivate the concept of Sustainable Development to the companies and seek to link it with the Value Creation model, so that each company achieves the materiality objectives and brings new added value. The end result is to distribute the final value generated in terms of benefits to stakeholders.

2019 was an important year for the Quest Group, having achieved excellent results in all areas, a year that was marked by the maturation of the material issues of Sustainable Development that have been in focus in recent years and have begun to mark a satisfactory course with specific commitments for remarkable results in the future. For the parent company of a Group of nine companies, the optimal management of material issues is of primary concern. That is why we are strengthening our potential and improving our methods for dealing with all the new regulatory issues, but also the new market requirements, while strengthening all levels of operation and control in the companies.

For Quest Group, service and product development and innovation are the main component of the business model for growth. During the past year, the Group has systematically dealt with the following strategic issues, which are also ongoing goals:

- Boosting **Innovation** through a series of actions and integrating it into the strategy and corporate culture of each company.
- Continuing the **Digital Transformation** of the Group's companies based on the changes that are taking place both at the technological level and at the level of the evolution of the business model.
- Enhancing the **Risk Management** procedures according to the guidelines of the ISO 31000 standard.
- Compliance with the **EU General Data Protection Regulation 2016/679**, with continuous updating according to the needs of each company.

At the same time Quest Group continues its actions:

- On Human Resources, with the aim of providing continuous training to upgrade their skills and cognitive level in daily work, providing equal opportunities to all, enhancing the diversity and well-being of employees.
- On the Workplace, with the aim of establishing assessment procedures, attracting and developing talent, so as to ensure stability and successful performance and succession in the work structures of the Companies.
- On the protection of the environment, with the aim of reducing the carbon footprint and electricity consumption of the companies, and specifically for ACS, with the aim of counting the carbon footprint of its activity, so that its operation becomes even more efficient and environmentally friendly.
- On Society as a whole, with the aim of continuing the successful multi-year actions for young entrepreneurs through IQbility and the strengthening of quality technology-based education in our country. For ACS, the aim is to respond to emergencies of national importance and to continue actions by providing free services and resources to partner NGOs.

The Group employs more than 1,900 employees, providing advanced infrastructure and systems alongside a healthy and comfortable work environment that enhances and employs employees' knowledge and skills through continuous education, training and orientation towards new systems, activities and ideas.

With the vision of Sustainable Development consisting of "**Technology, Innovation, Entrepreneurship**" and being firmly established in Greece, we continue our work with optimism, while at the same time we pursue the international orientation of our operations on an even greater scale, year over year.

Eftychia Koutsourelis

BoD Vice Chairwoman Quest Holdings

Chairman of the BoD Committee for Sustainable Development and Corporate Social Responsibility



Message of the Chief Executive Officer

In 2019 we achieved, for another year, positive results by continuing the successful course of previous years. Based on our principles and values, with good planning and systematic effort, we have achieved a double-digit growth in both our revenues and net profits and we improved the net profit margins. At the same time, we remained committed to the Sustainable Development strategy, through organic and inorganic development, where we implemented significant new development investments, setting the stage for our next development steps. At the same time, we increased jobs by about 9% and continued the good practice of returning part of the profits to our shareholders in the form of share capital.

In particular, the Group proceeded in 2019 to the following actions/achievements in achieving its goals and priorities:

- Achieved a 21% increase in sales and a significant increase of 26% in its net profitability before taxes, improving the profit margins of Operating Profitability and Profitability before taxes.
- Implemented significant investments of € 34 million (including net borrowing) mainly related to the development of its renewable energy operations.
- Maintained its good financial standing, closing the year with Net Cash of € 24.8 million, which facilitates the further implementation of new investments with controlled risk.
- Returned to its shareholders approximately € 5 million (in cash or € 0.14/share) 10% higher than in 2018.
- Managed to have 4 companies with revenues of more than € 100 million. (Info Quest Technologies, iSquare, Uni Systems & ACS).
- Managed to have sales outside Greece > € 100 million (~ 17% of total sales).
- Continued and expanded its activities related to training, human resource development, and talent development, increasing the relevant expenditure by more than 25%.
- Updated the Group Corporate Governance framework that was built in 2016, including its Policies and Procedures, extending transparency in its dealings and upgrading the risk monitoring and management system.
- Extended the activities for better management and reduction of the CO₂ footprint, resulting in an improvement of 14% in 2019.
- Continued its contributions to society.
- Achieved most of the goals of the strategic plan 2017-2021 two years earlier than expected.

Until the onset of the COVID-19 pandemic crisis, our planning for 2020 included positive assessments. Today, however, it seems that 2020 will be an extraordinary year due to the pandemic and this crisis seems to have a significant impact on the Greek economy and businesses. It is difficult to assess its exact impact at this time, as it will depend on developments, its duration, the intensity of the measures to be taken and ultimately the impact on the wider economic activity. Our Group finds itself in a good financial condition and has sufficient liquidity and bank credit lines (in total over € 140 million), while the diversification of its activities has so far proved to give it greater resilience in times of crisis.

A key priority for the Group in 2020 is to maintain the size of all or most of its activities and its organic recurring profitability, even if the latter is temporarily affected. To achieve this, emphasis is placed on controlling operating cost, managing-limiting risk and achieving positive operating cash flows. At the same time, part of our strategy is to further develop our activities, continuing the Group's ongoing development investments in Energy and Courier Services, but also to expand the commercial product sector into new categories with higher profit margins. At the same time, since Sustainable Development is a strategic priority of the Group, we will continue the actions and activities that we have started in recent years regarding the development of human resources and the implementation of new programs to attract and develop talent, continuing digital transformation and improving the organization of our processes and operations, as well as actions to better manage the CO₂ footprint.

Finally, it is our constant goal to maintain and reinforce the social contribution of our Group. The main objective for 2020 will be to contribute to actions to address the coronavirus effects. In this Report we present our efforts to improve in all important issues of Sustainable Development for 2019 and the basic developmental plans for 2020. Our main concern is to create value for the shareholders, but also for all our stakeholders, through the business model of our Group and its companies, the provision of a safe and decent working environment for our people, but also by being a constant value for society in all major matters.

Apostolos Georgantzis
CEO of Quest Holdings

Milestone Dates in the Quest Group's History

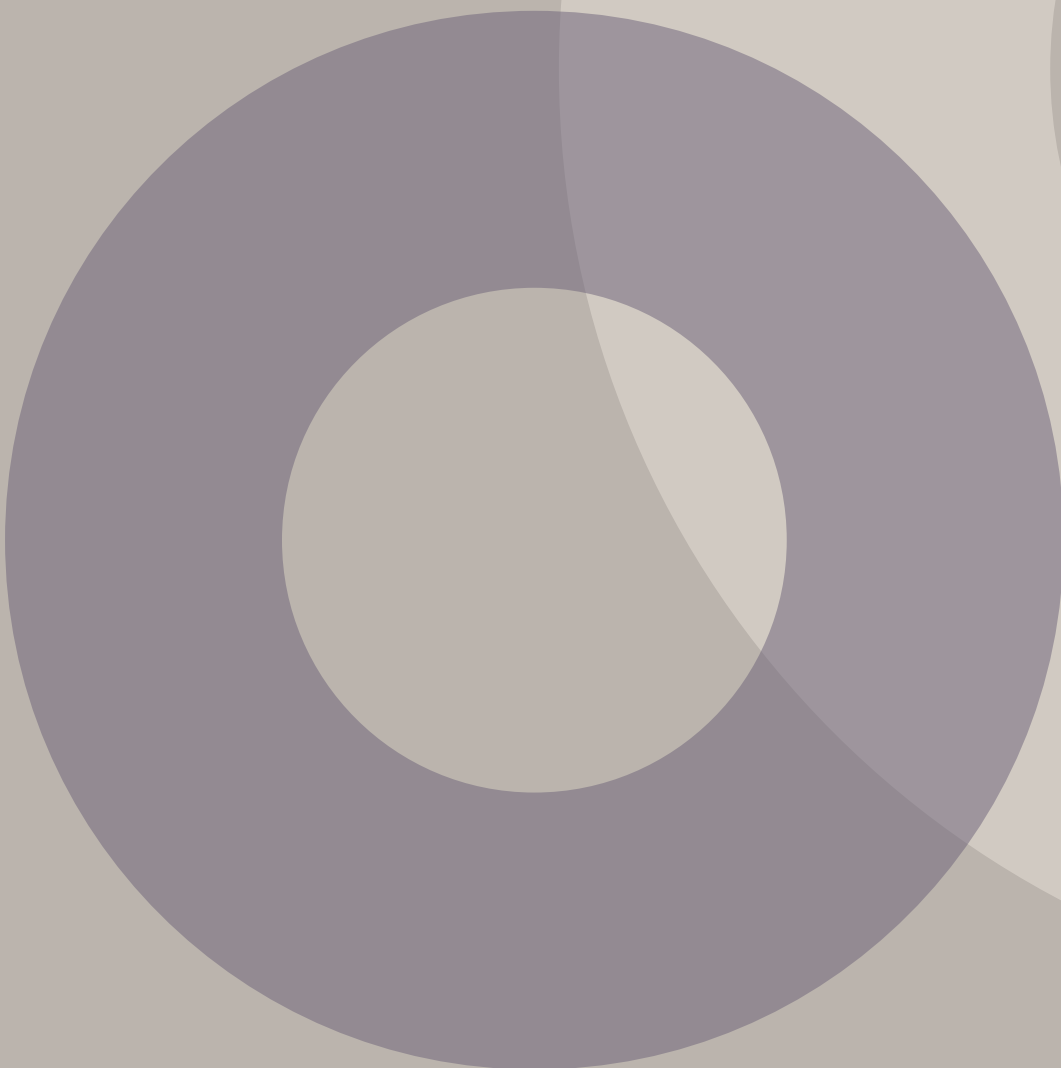
| 1981 | 1982 | 1983 | 1987 | 1992 | 1993 | 1995 | 1996 |
|--|---|--|---|--|---|--|--|
| TECHNOLOGY | | | | | | | |
| Founding of Info-Quest as the first PCs appeared in the International Market | Info-Quest: The first Super Micro computer in Greece. Distributor of the first computer parts firms in the Market | The first Stand Alone Personal Computers in Greece | Emergence of the first Computer Networks | | Launching of Mobile Telephony in Greece | The first Internet Services in Greece | |
| INNOVATION | | | | | | | |
| | | Info-Quest: Tulip PC one of the first personal computers with Microsoft DCS software and Intel processor Info-Quest: Introduced the first dot matrix printers by Star Microsoft | | Info-Quest: Quest PC, the first organized PCs production line in Greece according to international standards | Q-Phone: Developed Mobile Telephony Services as Service Provider Info-Quest: Developed CRM Business Applications for Mobile Telephony | Hellas on Line: Developed Private Internet Network and Services | Info-Quest: The first Greek IT company to have ISO 9001 certification for Order Management, Production and Technical Support |
| ENTREPRENEURSHIP | | | | | | | |
| | | Development of the Commercial Network of Distributors of IT products across Greece Development of Technical Support Department for Services to the IT market | Incorporation of COM-QUEST to represent Compaq Representation of other firms | Cooperations with international software and hardware firms (Microsoft, SCO, SUN) | Incorporation of Q-Phone. Merger with Palmaphone, which in 1998 established Unifon, the largest private Telecommunications provider in Greece | Takeover of Hellas On Line, which later was transformed into one of the largest ISPs in the Greek market | |
| 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| TECHNOLOGY | | | | | | | |
| Development of e-Commerce | Apple introduced iPhone, the first Smartphone, a combination of telephony and Internet services | | | The first Cloud services appeared in the Greek market | | Liberalization of Postal Services | Cloud Infrastructure Development in the Greek Market |
| INNOVATION | | | | | | | |
| Quest Energy: Development of Photovoltaic and Wind-energy Parks | Uni Systems: Acquisition and Creation of the largest Integrated Solutions provider in Greece, which had a new corporate identity after the merger of: Info-Quest Business Unit, Decision and Uni Systems ACS: Implementation of ACS Connect, a new, innovative solution for on-line and real time customer interface | Uni Systems: Extended the Data Center for the provision of hosting services (Hosting) to major customers Founding of Uni Systems Romania ACS: Introduced new innovative IT services by using online mobile PDA terminals | | Info-Quest Technologies: First Cloud services to provide Office Applications by Microsoft in the Greek market Uni Systems: Uni Cloud, Launching of Cloud IaaS, PaaS and SaaS Services Acquired Fast Hellas | ACS: Web Business Tools, innovative web tools for customer interface through the ACS electronic platform Info-Quest Technologies: Developed a wide range of private products under the brand name of Bitmore | ACS: Provided new upgraded ACS-ABP postal services Info-Quest Technologies: Q Cloud, development of innovative Infrastructure to provide Cloud services in the market | Info-Quest Technologies: Added Value Services in product distribution |
| ENTREPRENEURSHIP | | | | | | | |
| Founded Quest Energy for Energy production from Renewable Sources Launched You.gr and establishing the U stores network all across Greece | Acquired Uni Systems, a company founded in 1964 with a different legal form Establishment of Uni Systems Belgium branch office | Uni Systems: Started business in the European Union | Founded iSquare, Authorized Distributor of Apple products in Greece | iSquare: Developed Apple Premium Reseller (APR) stores, solely for Apple products iStorm: The first APR store for Apple products opens in Greece | Quest Holdings SA: Conversion into a holding company and transfer of IT activities to Info-Quest Technologies | Establishment of IQbility, a startup incubator which assists New Innovative Enterprises iStorm: Became the largest APR retail chain in Greece, with 5 stores | |

| 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2005 |
|--|--|--|--|--|--|---|---|
| | | | B2B and B2C Services Development Telecommunications Liberalization | | Launching of Fixed Telephony Services by Private Providers | Wireless Access and Telecommunications Virtualization Technologies | |
| Decision: Business Applications Development | | Info-Quest: Completed Applications for the Athens Exchange System and the full functioning of Derivatives Exchange | Info-Quest: Launched the GoL B2B, the first Integrated B2B Services Network in Greece with fully automated processes and interface with Enterprise Resource Planning Integrated Management System (ERP/SAP) Decision: Development of innovative Business Applications (Web enable CRM/HR) | | Q Telecom: Developed the First Private Owned Network for Mobile and Fixed Telephony Services | Info-Quest: Provided to the Greek market new technologies of remote access in Business Applications the Greek market (Application Delivery) | Info-Quest: Developed e-Commerce Services with fully automated processes and ERF/SAP real time connection |
| Acquisition of Decision SA, Software Applications | | Listing of Info-Quest AEEV on the Athens Stock Exchange Acquisition of ACS, the leading company in the Courier services market | | Incorporation of Q Telecom, the fourth mobile operator in Greece | | | Sold Q Telecom, with the subscription being 10% of the market |
| 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | | |
| Digital Disruption Technologies & Applications | Apple Watch marks Internet of Things applications | The need for digital transformation becomes apparent | First Artificial Intelligence Applications in the market | Artificial Intelligence, Machine Learning & Big Data Applications | | | |
| | Cardlink: Development of e-payment services ACS: Development of Smart Points network | Info Quest Technologies: Cloud Applications Uni Systems: Development and provision of DevOps services ACS: Development of Business Tools applications | Info Quest Technologies: Q-Zone Cloud Retail SW for the small-medium market | Cardlink: Retail market services. BI - Cardlink Maitre, Cardlink Pulse ACS: ACS APP: Innovative Mobile App & new international services for e-Commerce customers Uni Systems: Culture Map: Online applications for museums | Uni Systems: Establishment of a Business Innovation, Research and Development Unit. Participation in a significant number of research innovation programs | | |
| Acquisition of 20% of Impact, engaged in e-Invoicing | Acquisition of Cardlink, a company that operates within the electronic markets Purchase of ACS property for the central HUB Decision to establish the Real Estate Investment Company SA (AEEAP) iSquare started distributing iPhone products in Greece and Cyprus | Expansion of iStorm in Cyprus Info Quest Technologies: Expansion of partnerships in the Mobility and IoT sector Uni Systems strengthens its position in the European Market Establishment of BriQ Properties SA | BriQ Properties is listed on the Athens Exchange New investments by ACS amounting to €25 million | Major Investments in RES of €16m Founding of Uni Systems Italy Info Quest Technologies - Xiaomi expansion in the Cyprus Market Significant development of Info Quest Technologies in digital distribution (QestionCloud). Second iStorm store in Cyprus. | Three Group companies exceed €100 million in turnover New investments in RES amounting to €27 million - the parks have a total power of 26.2 MW Info Quest Technologies: Significant penetration in the field of Mobility and IoT Second Mi-Store in Thessaloniki | | |

Quest Group

39 YEARS

Technology • Innovation • Entrepreneurship





Vision for an Advanced World

FINANCIAL PERFORMANCE

€600 m
Turnover

21%
Turnover increase

17%
Turnover abroad

€75.2m
Employees' wages and contributions

€64.3m
Taxes (VAT inc.)

€30m
Earnings before tax (+26%)

€24.8m
Net cash

MARKETS

- Digital Technology
- Courier Services
- Green Energy

HUMAN RESOURCES

1,905
employees / 9% increase

161
New work positions

>2,500
Indirect work positions (ACS)

28,303
Training man-hours in total

€469k
Investment in Training

TOTAL NEW INVESTMENTS

€34m

NEW DEVELOPMENTAL INVESTMENTS*

€30m
(Growth CAPEX & new investments)

CONTRIBUTION IN SOCIETY**

€1.1m
Contribution in Society

ENVIRONMENT PROTECTION

17%
Reduction in Group's energy intensity per m.€ of turnover

* Total investments amounted to €34,033 thousand, of which €30.000 were development investments for further development of activities.

** Total Quest Group Social Contribution relates to commercial value of products and services, as well as financial contribution.

Quest Group

Quest Group (or/and “The Group”) is one of the largest, dynamically developing and financially sound Greek groups of companies. Quest Holdings, (or/and the “Company”) the Group’s parent company, is a société anonyme, founded in 1981 as Info-Quest Ltd; it has its registered offices in Greece at 2A Argyroupoleos Street, 176 76 Kallithea and has been listed in the Athens Stock Exchange since 1998. Pioneering in the sector of Information Technology, during its 39-year course, the Group has associated its name with the development

of the IT market as well as with the introduction and development of new technologies in Greece. Always setting high quality goals in place, its operation is based on the principles of sustainable development and driven by its values and people. Today, the Group operates in dynamically developing sectors of the economy, with specialized companies among the top companies, each in its field. More specifically, the Group is active in the following 5 areas:

- In the provision of information and communication products through the companies Info Quest Technologies SMSA, iSquare SMSA & iStorm SMSA and electronic commerce through the company Quest Online SMSA.
- In the design, implementation and support of integrated IT solutions, projects and services through the company Uni Systems SMSA.
- In the management of electronic transactions through Cardlink SA.
- In the provision of courier and mail services through ACS SMSA.
- In the production of electricity from Renewable Energy Sources (RES) through Quest Energy SMSA.

The Group operates in Greece, Cyprus, Belgium, Luxembourg, Italy and Romania with a local presence, while Group services are being used in more than 30 countries mainly of the European Union, including Belgium, Finland, Cyprus, Luxembourg, Romania, UK, Sweden, Germany, Estonia, France, the Netherlands, and others. More specifically, as far as Cyprus is concerned, iSquare has a strong export activity in the country, iStorm maintains retail outlets, Info Quest Technologies is systematically expanding its operations in the country, while ACS is successfully developing both in Cyprus and in the Balkans. Quest Group aims at constantly expanding its operations to new fields and markets. In 2019, the most significant events for the Group were the following:

- New developmental investments of more than € 27 million (including net borrowing) in the renewable energy sector by the acquisition of photovoltaic plants by the 100% subsidiary

Quest Energy SMSA. At the end of 2019 the total power of the photovoltaic stations in operation of Quest Energy SMSA and its subsidiaries amounted to 26.2 MW.

- Commencement of developmental investments by the 100% subsidiary ACS Postal Services SMSA for the development of its infrastructure in the new sorting center and implementation of part of the total investment over € 2 million in the year.
- Significant expansion of foreign operations, focused on the main axis of Uni Systems, which specializes in IT services, as well as for iSquare and iStorm in Cyprus. More than 16% of the Group’s turnover (over € 100 million) comes from its operations abroad.
- Significant penetration of Info Quest Technologies in Cloud Distribution, as well as Mobility & Internet of Things, but also entry into the market of air conditioners. Xiaomi Smartphones have a market share of > 20% and are among the 3 most popular brands on the market.

Our Vision

To become leaders in the innovative value creation through entrepreneurial excellence.

Our Mission

To play a leading role in the markets in which we are engaged based on the principles of sustainable development and being driven by our employees and our values.

The mission is accomplished through:

- The provision of High-Quality Services to Customers
- Continuous search for business opportunities
- Continuous improvement in all areas, with effective management, sound corporate governance and accountability
- Attraction, development and utilization of talented people
- Implementation of the best Technocratic and Meritocratic Practices
- Provision of incentives to employees and rewarding them
- Commit to a strong value system.

Our Values



As you
reQUEST it

Customer Satisfaction

All the Group's activities aim at total satisfaction and added value to customers. Our continuous pursuit is to build, maintain and strengthen relationships of trust between the Group and the customers.



Fair QUEST

Ethos and integrity

Ethos is the complex of behaviors that we all employ in everyday life. All actions at the Quest Group are driven by respect for human dignity and are characterized by honesty, consistency and a strong ethical code of conduct.



QUEST
it together

Teamwork

Cooperation between colleagues, teams, departments and companies in order to share knowledge and information and promote maximum results in productivity and development - both personal and professional



QUESTioning
the ordinary

Knowledge - Constant Improvement - Innovation

Promotion of new ideas and implementation of reforms, innovations, novelties that lead to improved services, products and operation, achieving thereby a measurable increase in productivity. We support the constant development of knowledge that contributes to growth, the development of skills and constant improvement.



ConQUEST
of the future

Entrepreneurship

The support and promotion of the value of entrepreneurship and responsible business and its linkage to technology and innovation by encouraging initiatives.



QUESTioning
& Accountability

Documentation and Evaluation

Substantiation of decisions with numerical data, measurable objectives and result-based evaluation.

Quest Group Subsidiaries

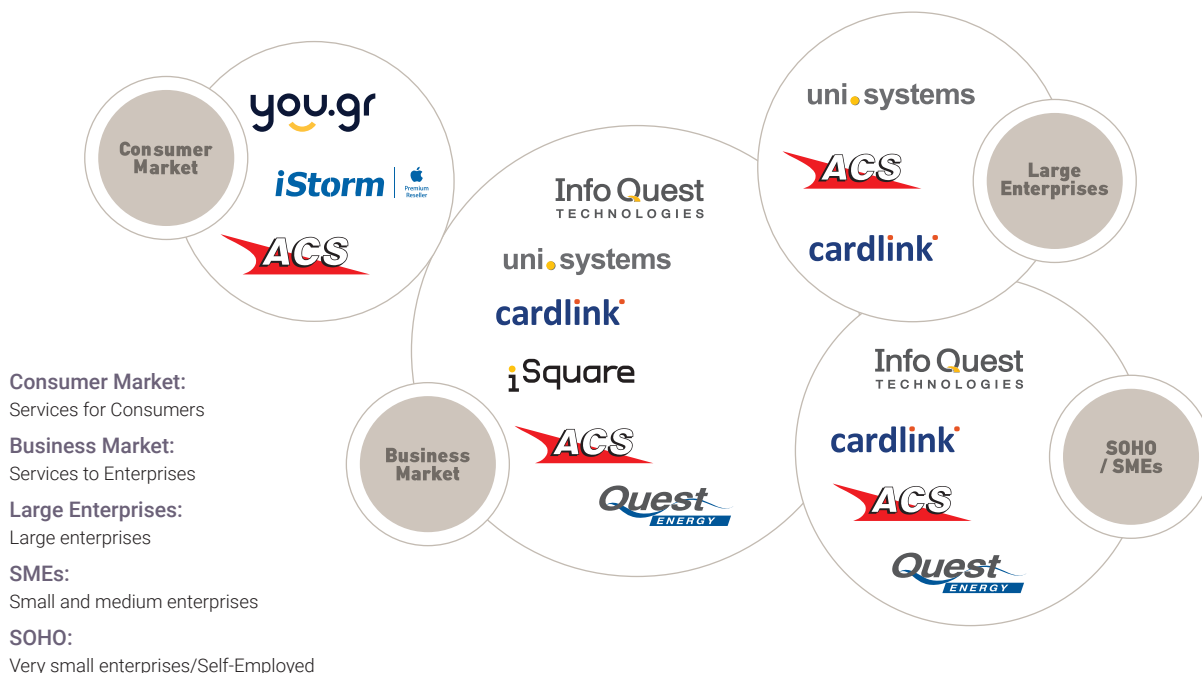
Organization chart and market areas to which the Quest Group members address



Note:

For the four largest companies of the Group (turnover > € 100 million), a separate materiality analysis of sustainability issues, which follows in a separate chapter, presented per company, has been carried out.

Market segments





Info Quest Technologies, Information Technology Products and Services

Info Quest Technologies, a 100% subsidiary of Quest Holdings, was founded in 1981 and is active in the provision of Information Technology and Communications products, solutions and services. For more than 39 years it has been the main point of introduction of

new ICT technologies to the Greek market.

For more information about the company and its key sustainable development issues, see page 76 of this Report.

uni.systems

Uni Systems, Integrated IT Solutions

Uni Systems, a 100% subsidiary of Quest Holdings, a company providing IT solutions and services, has played a leading role in the Greek market through the design, implementation, support for integrated solutions and services for more than 55 years, while since

2008 it has been operating systematically abroad.

For more information about the company and its key sustainable development issues, see page 116 of this Report.

iSquare

iSquare, Authorized Distributor of Apple products

iSquare, a 100% subsidiary of Quest Holdings, is the official distributor of all Apple products in Greece and Cyprus, and is also active in the design, implementation and delivery of integrated solutions based on Apple's pioneering products and technologies

and complements the Apple ecosystem with software and peripherals by well-known foreign manufacturers.

For more information about the company and its key sustainable development issues, see page 158 of this Report.



ACS, Courier & Postal Services

ACS, a 100% subsidiary of Quest Holdings, has been active in the Greek market since 1981 and is the largest and most modern Greek company in the courier field, while in the last years it has dynamically entered the field of Postal Services.

For more information about the company and its key sustainable development issues, see page 186 of this Report.

cardlink

Cardlink, The largest payment network in Greece

Cardlink, a 100% subsidiary of Quest Holdings, operates the largest payment network with approximately 250,000 POS, 8,500 e-Commerce partnerships and 40 million transactions a year, serving with quality, security and speed for businesses to carry out their daily transactions. Focusing on business, the Cardlink team monitors developments in electronic payments and adopts the latest

technologies and creates a comprehensive range of products and services that enhance business experience in both the physical and the electronic commerce.

For more info, visit www.cardlink.gr



Quest on Line, E-Commerce

Quest on Line, a 100% subsidiary of Quest Holdings, specializes in e-commerce. It develops and supports www.you.gr, the online store that sells technology and living products. The goal of you.gr is to be established as the first choice of online shopping for the modern consumer and to make e-shopping easier, simpler and more enjoyable than ever. It currently has on its "electronic shelves" more than 20,000 products from 600 brands, in 500 different categories, offering the best market solutions for the home, the office, business, and family.

To ensure the best possible support of the online shop's customers, the company keeps investing in technological infrastructure, designs

innovative services, such as alternative payment and delivery methods - at the point of choice, on the same day within Attica, at selected pick up points - and provides an organized call center for support services, creating thereby a comprehensive, excellent user experience.

Today, you.gr, is among the most popular and reliable Greek e-shops, with more than 98% of customers declaring satisfied / very satisfied with the buying experience.

For more information, visit www.you.gr.



iStorm, Apple Premium Reseller shop chain

iStorm, a 100% subsidiary of Quest Holdings, is active in the development and operation of model retail stores exclusively for Apple products in Greece and Cyprus. It is the only chain of Apple Premium Resellers-APR in Greece and Cyprus and is consistently ranked among the top 10 Apple Premium Resellers Stores in Europe (source Apple). iStorm stores offer the best experience of Apple's ecosystem, as they offer all Apple products, a wide range of peripherals and accessories, excellent service and technical support, free seminars, and expert personnel.

Furthermore, by using the innovative and pioneering application

iStorm App from the App Store, the consumer can better navigate through the stores and discover special offers and surprises, while s/he can enjoy many privileges and presents by collecting points. The application has already received special awards for being innovative and offering this unique experience.

At the moment, the company has eight (8) iStorm stores, of which four (4) are in Athens, two (2) in Thessaloniki, and two (2) in Nicosia and Limassol, in Cyprus.

For more info, visit www.istorm.gr.



Quest Energy, Renewable Energy Sources

Quest Energy, 100% subsidiary of Quest Holdings, is active in the sector of Renewable Energy Sources, specifically in the development, construction and operation of Renewable Energy Source electricity generation stations. At the same time, the company utilizes new technologies and markets in the electricity sector, which are gradually evolving and are expected to play an important role in the next 5 years, both in the way electricity is used and in the way it is

managed. The company has - at the end of 2019 - after important new investments implemented during the last two years, 15 photovoltaic power stations with a total power of 26.2MW and is in a phase of further development through new investment.

For more info, visit www.QuestEnergy.gr.

International Initiatives, Membership of Associations and Awards

Quest Holdings endorses the 10 Principles of the UN Global Compact for Human Rights, Labor, Environment and Anti-Corruption. The Company intends to join the GCNH - Global Compact Network Hellas, once it is established. At the same time, the Group's

Management uses the UN's Sustainable Development Goals (SDGs) as a reference framework, and also follows the Greek Sustainability Code.

Institutions and associations that Group joins

Participating in the business and developing affairs of the country is of strategic importance for the Quest Group. Quest Holdings executives as well as executives of its subsidiaries have been

actively joining National Organizations and Associations that express opinions and influence the institutions in order to establish a modern and sustainable framework of entrepreneurship.

| INSTITUTION-ASSOCIATION | JOINING COMPANY |
|--|---|
| SEV (Hellenic Federation of Enterprises) | Quest Holdings, Uni Systems, ACS, Cardlink |
| SEPE (Federation of Hellenic Information Technology & Communications Enterprises) | Uni Systems |
| ACCI (Athens Chamber of Commerce & Industry) | Info Quest Technologies, Uni Systems, iSquare, iStorm, Cardlink, Quest on Line, ACS, Quest Energy |
| Association of Societes Anonymes & Ltd. | Quest Holdings |
| EEDE (Hellenic Management Association) | Uni Systems, Cardlink |
| Hellenic-American Chamber of Commerce | Quest Holdings |
| Hellenic-German Chamber of Commerce | Quest Holdings |
| EASE (Association of Chief Executive Officers) | Quest Holdings / CFO, Info Quest Technologies / CEO, Uni Systems / CFO, iSquare / CEO |
| Human Resource Management Association of Greece (SDADE) | Uni Systems |
| CEO CLUB (The Chief Executive Officers Club) | iSquare, CEO |
| CSR Hellas | Quest Holdings |
| Global Sustain | Quest Holdings |
| Hellenic Association of Entrepreneurs & LTD | ACS |
| Greece - China Business Council | ACS |
| Greek eCommerce Association (GRECA) | Cardlink, Quest on Line, ACS |
| IOBE | Cardlink, ACS |
| Association of Advertised Greece | Cardlink |
| Hellenic Health Informatics Association | Uni Systems |
| FFPI (Free & fair Post Initiative) (https://www.freefairpost.com/) | ACS |

Quest Holdings Awards

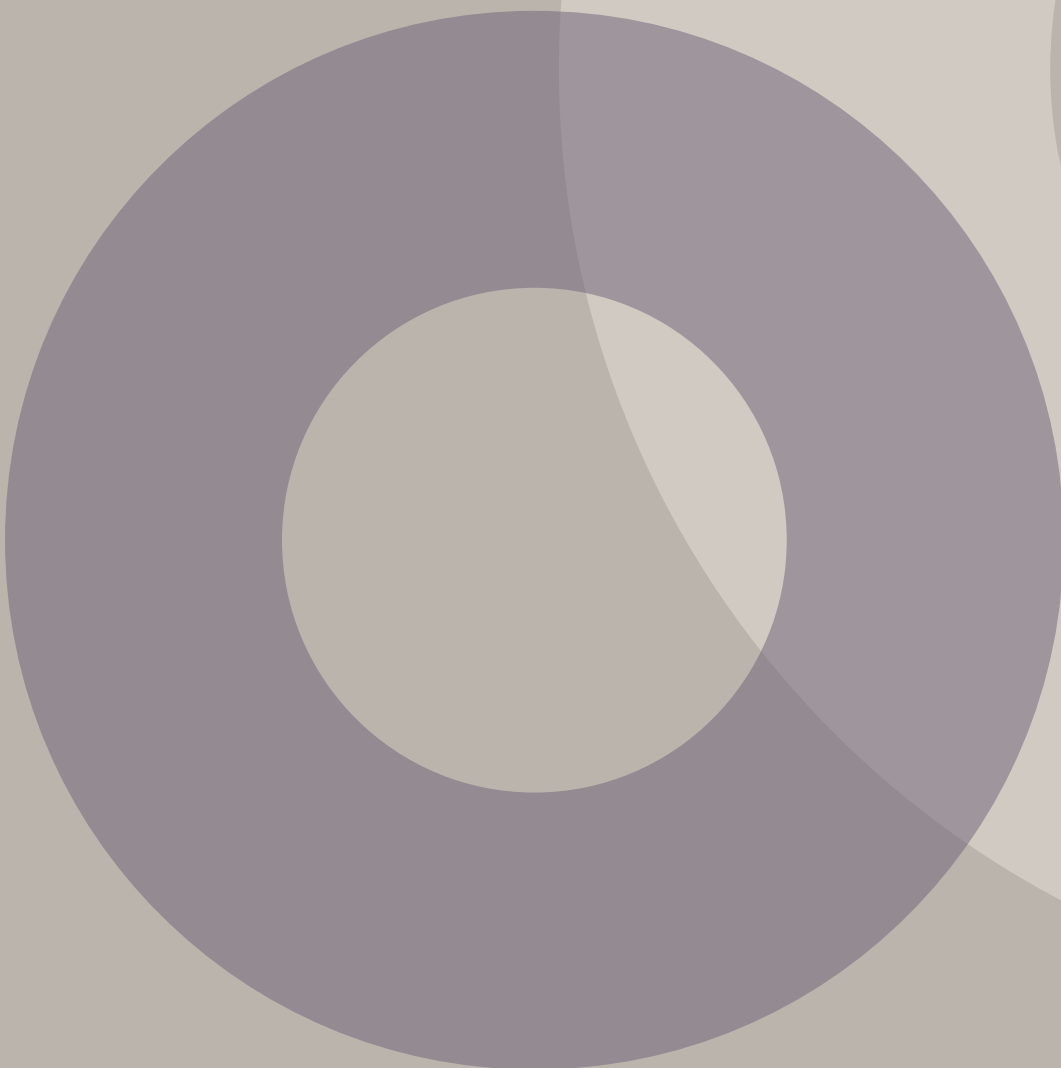
In 2019, Quest Holdings, the parent company of the Group, received the following awards:

- ALBA Educational Institution - Honouring Theodoros Fessas with the "Business unusual 2019" Award.
- Fortune Magazine, Efi Koutsourelis' distinction in the list "The Most Powerful Women in Greece".
- Business Review Magazine, Honouring Efi Koutsourelis with the "Exceptional Manager of the Year 2019" Award.
- Institution "Who is Who", Honouring Efi Koutsourelis with the "Strong Woman in Technology" Award.
- Forbes Magazine: Quest Holdings # 32 on the list of the 100 largest companies in Greece in 2018 (Announcement June 2019).
- Fortune Magazine: Quest Holdings # 33 in the list of the 100 largest companies in Greece in 2018 (Announcement June 2019).
- Bravo Sustainability Awards: Holistic Approach to Sustainable Development Award.
- Bravo Sustainability Awards: Award in the "Society" pillar for IQbility.
- Teamworks Awards: CSR Award for the multiannual support of Athens Municipality Reception and Solidarity Center (KYADA).
- Hellenic Responsible Business Awards: Silver award for the assistance offered to the victims of the fire in Eastern Attica.



Quest Group

Sustainability Management



Sustainability Management

Stakeholder Engagement

In the context of its activities, we communicate, cooperate and interact with various social groups, our Stakeholders.

Quest Group Stakeholders



The main stakeholders of both the Group and its subsidiaries include those that affect us and/or influence us through our business.

| Needs, Expectations and Methods of Communication with Stakeholders | | | |
|--|---|--|----------------------------|
| Key Groups of Stakeholders | Questions of Interest and Response of the Quest Group | Communication Channels | Frequency of Communication |
| SHAREHOLDERS | Shareholders are interested in the development and growth of the Quest Group, in its sustainable development, in the increase of its members' value and profits. Response: Investments, new systems and improvement of organizational structures to audit and protect the companies, as well as to offer growth and profitability opportunities. | Communication Body: Quest Holdings | |
| | | <ul style="list-style-type: none"> Shareholders Support Department Annual General Meeting Annual Financial Report & Sustainability Report | Annual |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| | | <ul style="list-style-type: none"> ATHEX Announcements Websites of the Quest group and its Members | Constant |

| Key Groups of Stakeholders | Questions of Interest and Response of the Quest Group | Communication Channels | Frequency of Communication |
|---------------------------------|---|--|---|
| EMPLOYEES | <p>Employees wish to work in a safe environment, to receive competitive salaries, to be afforded opportunities for development, to receive correct and timely information, and for the Group to be financially strong.</p> <p>Response: Strengthening of training initiatives for the Development of Human Resources, inclusivity, meritocracy, development of skills, and improvement of the working environment.</p> | <p>Communication Body: Quest Holdings and companies</p> <ul style="list-style-type: none"> Employee Satisfaction Survey | Biannual |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| | | <ul style="list-style-type: none"> Internal meetings of Directors, Managers, Heads of Department Information Events | Monthly, Quarterly, Half-yearly, Annual |
| | | <ul style="list-style-type: none"> Meeting of the Managing Directors - Inter-company meetings | Monthly |
| | | <ul style="list-style-type: none"> Here we are - Website addressed to the employees Kyros (e-Bulletin Board) Emails from the Human Resources department Orion, e-program for Employee Service, Development and Evaluation Electronic submission of ideas and suggestions | Constant |
| CUSTOMERS | <p>Customers demand innovative products and high-quality services at competitive prices. In addition, they look for respect, quality, credibility and support in all areas.</p> <p>Response: Complaints are systematically monitored and recorded. Customer Satisfaction Surveys. Statistical reports with qualitative and quantitative data to support the efficiency of each company's operation.</p> | <p>Communication Body: Companies</p> <ul style="list-style-type: none"> Websites of the Quest group and its members Press Releases Advertising Customer Service Department/Call Centers Technical Support Help Desk Complaints Department e-Contact/Newsletters | Constant |
| | | <ul style="list-style-type: none"> Image Surveys Customer Satisfaction/Support Surveys | Annual |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| | | <ul style="list-style-type: none"> Meetings Training programs/Events | On a case-by-case basis |
| | | <ul style="list-style-type: none"> Meetings/Events e-Contact Press Releases Promotion, Training programs | Constant/ on a case-by-case basis |
| SUPPLIERS / ASSOCIATES | <p>Suppliers seek an all-round excellent cooperation with the Quest Group. They also expect the creation of new products and services, know-how transfer and leadership, customer support and satisfaction, qualified employees, safe infrastructure and the best possible economic performance from the Group.</p> <p>Response: Consistency and cooperation with Suppliers. Adoption of international practices and systems as regards any profitable cooperation. Systematic supplier assessment.</p> | <p>Communication Body: Companies</p> <ul style="list-style-type: none"> Meetings/Events e-Contact Press Releases Promotion, Training programs | Constant/ on a case-by-case basis |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| DEALERS' NETWORK/ AGENTS | <p>The Dealers' Network of the Quest Group members (Business Associates, Agents), requires constant updating, guidance and support on both commercial and technical issues. The network also requires good financial terms of service, as well as new products and services.</p> <p>Response: Systematic support and training of the Dealers' Network.</p> | <p>Communication Body: Companies</p> <ul style="list-style-type: none"> Meetings with company Representatives Events/Presentations Training programs Press Releases Dealers' Intranet e-Contact Partner/Agent Satisfaction Survey | Constant/on a case-by-case basis |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| MEDIA | <p>The media wish to be regularly and credibly informed on the activities, the results of and the actions undertaken by the Quest Group with the applicable laws and regulations.</p> <p>Response: Systematic interaction and contact with the media. Measurement of the efficiency of using the media for communication.</p> | <p>Communication Body: Quest Holdings and Companies</p> <ul style="list-style-type: none"> Press and Public Relations office Interviews/events for the Press Announcements/Press Releases/Advertising Websites of the Quest Group and its Members | Constant/on a case-by-case basis |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |

| Key Groups of Stakeholders | Questions of Interest and Response of the Quest Group | Communication Channels | Frequency of Communication |
|--|---|---|----------------------------------|
| REGULATORY AND BUSINESS BODIES | The main goal of the Statutory Bodies is transparency and the compliance of the Quest Group with the laws and regulations in force. | Communication Body: Quest Holdings and Companies | Constant/on a case-by-case basis |
| | Response: Full compliance with the law and regulations. | <ul style="list-style-type: none"> Participation in the committees of Bodies and Organizations Participation in conferences and meetings Participation in Public Consultations Website of the Quest Group | |
| FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY | Financial performance and sustainable development of the Group and its subsidiaries, increase in profits and investments. | Communication Body: Quest Holdings | Annual |
| | Response: Investments, acting on opportunities, increase in profitability. | <ul style="list-style-type: none"> Investor Relations Department Annual General Meeting Annual Financial Report & Sustainability Report | |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| | | Communication Body: Quest Holdings Announcements of Financial Results | Τριμηνιαία |
| | | <ul style="list-style-type: none"> ATHEX Announcements Websites of the Quest group and its Members Presentations to Investing Audiences Risk Management System | Constant/on a case-by-case basis |
| BUSINESS COMMUNITY | The business community seeks cooperation, initiatives for the promotion of common goals, the exchange of know-how. | Communication Body: Quest Holdings and Companies | Constant |
| | Response: Participation in Business organizations and fora. | <ul style="list-style-type: none"> Websites of the Quest group and its Members Active participation in Business bodies Committees and actions. Participation in Conferences | |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |
| SOCIAL AGENCIES / NGOs | Social Agencies and NGOs aim at supporting their programs and initiatives and at fulfilling their operational needs. | Communication Body: Companies coordinated by the Group | Constant/on a case-by-case basis |
| | Response: Corporate Social Responsibility actions and response to requests. | <ul style="list-style-type: none"> Press and Public Relations office | |
| | | <ul style="list-style-type: none"> Survey for the Materiality Analysis | Every 2-3 years |

Identification of the Material Sustainability Topics

At Quest Group we focus on issues related to the creation of economic, social and environmental benefits throughout our value chain and to all our stakeholders. In this context, and taking into account the complexity and diversity of the Group companies, in 2019 we proceeded to determine the essential Sustainable

Development issues for the subsidiaries, Info Quest Technologies, Uni Systems, iSquare and ACS.

The methodology we followed for the materiality analysis is based on:

The Sustainable Development Standards GRI (2016 Version) and the Content Determination Principles:

- Inclusivity
- Sustainability Framework
- Materiality
- Completeness

The Integrated Reporting (<IR>) and specifically the approach of its 6 capitals:

- **Financial capital:** It includes funds acquired through financing or generated by other means of production and is the traditional criterion for measuring the performance of a company.
- **Industrial capital:** It includes physical infrastructure or related technologies, such as buildings and infrastructure, equipment, etc.
- **Intellectual capital:** It includes intangible assets related to a company's reputation and trust, as well as patents, intellectual property, software and systems, and related procedures.
- **Human capital:** It includes the knowledge, skills and abilities of a company's human resources, combined with their commitment and motivation - which affect their ability to fulfill their role.
- **Social capital:** It includes the relationship between a company and all its stakeholders, such as its customers and suppliers.
- **Natural capital:** It includes resources such as water, fossil fuels, solar energy, etc. which provide goods and services supporting the present and future prosperity of a company

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

A. Recognition of issues

In the first phase of the analysis, we considered the Stakeholder Participation Principle and the GRI Standards Sustainability

Framework and identified issues related to the business model and the economic, social and environmental impact that each company creates, as well as the needs and expectations of their stakeholders. The issues were revealed through an overview of the following:

- internal documents, such as policies, procedures, action plans, etc. in order to understand the framework of sustainable development and strategy in which both the Group and each subsidiary operate,
- the practices of similar companies at international and national level for the identification of sectoral issues,
- international Sustainable Development standards and guidelines, such as for example the GRI Standards, the special editions of the GRI for the sectors of the Group companies,
- the 17 Sustainable Development Goals of the United Nations,
- the publicity relevant with the activities of the Group and the companies,
- the material issues that emerged during the previous materiality analysis, which, however, concerned the Group as a whole,
- the effects created by the Group and its companies on all their stakeholders, using the approach of the 6 capitals of the <IR>.

The approach of the 6 capitals of the <IR>, in addition to the identification of sustainable development issues, was a separate process aimed at understanding the results (outputs), as well as the effects (outcomes) that each subsidiary creates, both in the context of creating a shared value with its stakeholders, and generally in the economy, society and the environment. The results of this process are listed in the corresponding section for each company.

B. Hierarchy of issues

In the second stage of the analysis, we considered the Principles of Materiality and Stakeholder Inclusiveness of the GRI Standards in order to prioritize the issues identified in the first stage based on the following two criteria:

1st criterion: Giving priority to the identified needs and expectations of all stakeholders of each company regarding its performance in terms of Sustainable Development.

Consultation method: Sending an electronic anonymous questionnaire to a convenience sample of interested parties separately for each company.

2nd criterion: Giving priority to the Sustainable Development Goals (SDGs) taking into account the impact that each company has on its business model.

Consultation method: Sending an electronic questionnaire to senior executives of the Group and the four companies.

C. Validation

In the third stage of the analysis, we considered the Principle of Completeness and Stakeholder Inclusivity of the GRI Standards, for the validation of the results of the second stage by the Management of the Group and the Managements of the companies Info Quest Technologies, Uni Systems, iSquare and ACS

As regards the previously published Report, the changes that took place involve the fact that now each company has its own material issues, which are fully related to its business activity and which are reflected in the respective sections of this Report.

The set of identified issues, for each company, is presented in the corresponding section of each company.

Specifically for the Group the total of the identified sustainable development issues that resulted from the above process in the context of identifying the most important material issues for the Sustainable Development Report 2019 are the following:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Creating financial value / financial performance of the company 2. Providing products and services that help connect people with technology and in the modernization and digital transformation of businesses and consumers 3. Providing products and services, IT & Communication Technology solutions, with environmental and/or social effects 4. Providing IT and Communication Technology solutions that contribute to the development of innovation, the promotion of knowledge, the production of know-how and the enhancement of digital transformation 5. Establishing the use and dissemination of the experience of Apple products on the market 6. Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad 7. Ensuring business ethics and regulatory compliance | <ol style="list-style-type: none"> 8. Ensuring quality, infrastructure security, data protection and operational continuity 9. Adopting marketing and communication manager practices 10. Creating a healthy ecosystem of partners, agents and a responsible supply chain 11. Strengthening employment (e.g. through job creation) and halting brain drain 12. Providing timely and competitive remuneration/benefits to employees 13. Ensuring the health, safety and well-being of employees 14. Providing continuing education, certification and employee development 15. Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.) 16. Reducing energy consumption and greenhouse gas emissions |
|--|--|

| | |
|--|---|
| <p>17. Adopting recycling and circular economy practices</p> <p>18. Reducing water consumption</p> | <p>19. Reducing noise and impact on the traffic problem of urban centers</p> <p>20. Participating in charitable activities and organizing voluntary actions for employees</p> |
|--|---|

Respectively, the Materiality Map that follows presents the results (material issues) of the above process for the Quest Group.

Quest Group - Materiality Analysis



- 1. Creating financial value / financial performance of the company
- 7. Ensuring business ethics and regulatory compliance
- 8. Ensuring quality, infrastructure security, data protection and business continuity
- 11. Strengthening employment (e.g. by creating new jobs) and halting brain drain
- 12. Providing timely and competitive remuneration / benefits to employees
- 13. Ensuring the health, safety, and well-being of employees
- 14. Providing continuous training, certification, and employee development
- 15. Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)
- 16. Reducing energy consumption and greenhouse gas emissions

Material Issues: Materiality and limits

The information shown in the table below, which is based on the requirements of the GRI Standards, presents the material issues that have arisen:
















1. Why every issue is material:

- Which stakeholders are affected by the most sustainable development material issues of the Group (based on the results of a research on the materiality of sustainable development issues)

- What are the UN Sustainable Development Goals to which the Group contributes (broader economic, social and/or environmental effects)

2. Who causes these effects:

The challenge of each effect may occur at different phases of the Group's value chain. Consequently, some are caused directly by the Group and some indirectly by a third party whose activities are related to the Group (downstream or upstream).

| Material issue | Why is the issue material | | Effect limits | |
|--|---|--|----------------------------|---|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Group | Interested parties outside the Group that may cause or be associated with the effects of the issue |
| Creating financial value / financial performance of the company |  | <ul style="list-style-type: none"> Shareholders Employees Suppliers / Associates | ✓ | <ul style="list-style-type: none"> Customers Suppliers / Associates |
| Ensuring business ethics and regulatory compliance |  | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates Shareholders Business Community | ✓ | <ul style="list-style-type: none"> Customers Suppliers / Associates Regulatory and business entities |
| Ensuring quality, infrastructure security, data protection and operational continuity |   | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates Shareholders | ✓ | <ul style="list-style-type: none"> Suppliers / Associates |
| Strengthening employment (e.g. through job creation) and halting brain drain |  | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates | ✓ | <ul style="list-style-type: none"> Customers |
| Providing timely and competitive remuneration/benefits to employees |   | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates | ✓ | <ul style="list-style-type: none"> Customers |
| Ensuring the health, safety and well-being of employees |   | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates Business Community | ✓ | <ul style="list-style-type: none"> Customers Suppliers / Associates |
| Providing continuing education, certification and employee development |    | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates | ✓ | <ul style="list-style-type: none"> Customers |
| Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.) |    | <ul style="list-style-type: none"> Employees Suppliers / Associates Business Community | ✓ | <ul style="list-style-type: none"> Customers Suppliers / Associates |
| Reducing energy consumption and greenhouse gas emissions |  | <ul style="list-style-type: none"> Employees Customers Suppliers / Associates Shareholders | ✓ | <ul style="list-style-type: none"> Customers Suppliers / Associates Regulatory and business entities |

Quest Group

Financial Performance



Creating financial value / financial performance of the company

How we handle it

The Quest Group is one of the largest, fast growing Greek Group of Companies with a solid financial base, and diverse activity in dynamic sectors of modern business.

Continuous development based on the principles of sustainable development has significant effects on the business model, the reputation and the ability of the Group to achieve its goals, being a major concern of its stakeholders. All the companies of the Group showed an improvement in their financial figures in 2019, and four of them exceeded € 100 million in turnover. In the field of distribution of IT and Communication products, the Group companies maintained their leading position in the market with a share of up to 40%, while in the field of Integrated IT Solutions and Services, the share amounts to approximately 20%. Respectively, in the courier services sector, the Group maintained the leading position with a market share of approximately 24% and in the electronic transactions sector, it maintained the position of the leading POS network management provider.

The Quest Group strategically aims at strengthening its presence in foreign markets. Under this perspective, all the companies, and Uni Systems in particular, seek to expand their activities outside of Greece, with the aim to increase their revenues resulting from foreign markets. Claiming, undertaking and implementing important, mainly European, projects and the cooperation with other large Organizations help to promote the know-how of the Groups and its employees in total and ensure the transfer of added value to the Greek market. The corresponding aim to expand trade overseas - where contracts with suppliers allow it - is a significant boost for the position of the companies vis-à-vis their suppliers and customers. The outward of the Group's companies is of particular importance, both for the Greek market, as it shows in the best possible way the abilities and the value of Greek ICT businesses, and for the country in general, as one of the Group's goals is to promote and export Greek know-how. Additionally, it acts as a damper to the phenomenon of brain drain, by utilizing excellent Greek professionals, and transfers and disseminates knowledge to the local market.

Considering that approximately 84% of the Quest Group revenues came from Greece in the year 2019, it is of no doubt that the economic environment where it operates, significantly affects its results. Given the current situation of the Greek economy, the Quest Group has taken all necessary measures and closely monitors the developments, aiming at protecting capitals, securing goods and financial payment terms with foreign suppliers, and to protect the companies in the terms of sales and collections.

The Quest Group continues to implement its business plans by setting as its top priority to increase revenue, to restrict/maintain operational cost, to mitigate the credit risk arising out of sales on credit and to produce and steadily improve positive operating cash flows.

Enhancing the Group's reputation

The Group is orientated toward enhancing its reputation and image, with the goal of showcasing the value produced and distributed by the Group and its companies. To enhance the reputation and the image of the Group as a whole, Policies and Procedures have been established, according to which common lines are drawn with regard to operation and communication in areas such as the protection and the promotion of the name, the corporate identity and the image of the Group members. Moreover, Quest Holdings operates a Communications Department - Press Office to coordinate and respond to the need for communication between the companies and the media. In this context, joint communication programs and actions aligned with the Group's strategy to enhance innovation, digital education and entrepreneurship are being developed and broader initiatives are taken to highlight the principles of Sustainable Development and Responsible Business, which are also core principles of the Group.

Development in new markets

The dynamic business engagement in innovative and pioneering activities by investing and applying cutting-edge technologies, is a key element for the Group development. The Group is constantly exploring growth in new markets with a view to creating innovative value. The main growth drivers are estimated to come from IT Services provided Overseas, Mobility & Internet of Things, Cloud Services, Electronic Transactions and Postal Services.

The Strategy and Business Development teams of the companies completed in 2019 the update of Strategic-Business Plans (SBPs) of five year development for the period 2019-2023, setting the objectives and the respective action plans to achieve them.

The parent company's Business Development team proceeded in 2019 to investigate a significant number of investment opportunities in new growth prospects that were presented to the Quest Holding's Strategic Planning Committee. The goal is to expand the existing investment portfolio and to disperse risk both geographically as well as over a wider range of sectors of the economy.

The performance of the Group's companies is assessed through the evolution of the results, the position of each company in its sector, the percentage of sales from new activities, as well as the improvement of sales in exports. Increasing cost-effective revenue, optimizing productivity, better managing working capital and controlling risks, such as credit risk, are the main indicators of corporate performance.

Promoting innovation

Quest Group companies have a dominant position in the markets in which they are active. Innovation and technological excellence are the main component of the business model for the development, reputation and ability of the Quest Group to achieve its goals and



are achieved through continuous developments in the products and services offered by the Group's companies and the business operating model that they apply, and the strategic choices of Management. In addition, continuous investment in know-how and technical certifications ensures the best service for each customer with a view to achieving digital transformation and to maintain this dominant position.

The Group applies Total Quality Management, one of the objective goals of which relates to the increase of the organization's ability to innovate and adapt with flexibility, promoting a culture of constant improvement. The application of Total Quality Management offers the philosophy and vehicle for the transformation of new ideas into advanced products, services, organization and reputation of the companies and is used as a source for the creation of innovative programs.

A coordination group was set up within the Group, with the participation of the Chief Executive Officer and the Strategy

Manager, which proceeded with a first assessment of the current situation at Group level to design a relevant action plan to enhance innovation, with emphasis on sustainable development. In particular, the development of initial frameworks for the types of innovation and best practices of the entire Group and the subsidiaries, was evaluated.

The Group's contribution to the development of innovation at domestic and European level is particularly important. The Group through the IQbility incubation center supports the Greek ecosystem of start-ups, while through Uni Systems, the Group company that operates in integrated IT projects, it participates in important research programs and innovation initiatives. Specifically, Uni Systems participated in 35 Innovation Programs (17 Greek & 18 European) in 2019.

RESULTS 2019

- 7 years of IQbility and support for the Startup Community
- Participation in 35 Innovation Programs in Greece and Europe.
Technologies: Analytics, AI, Blockchain, 5G, IoT, AR, Edge Computing.
Areas: Smart Cities, IoT, e-Health, Culture, Energy, Security, Sustainability.

Implementing digital transformation

Digital transformation is a continuous pursuit of the Group companies and is directly linked to their sustainable development. The planned actions and the broader Digital Transformation Plan were documented in 2019, as part of the update of the Strategic Business Plan of the companies. In this context, significant digitization of functions / processes and customer service projects are underway. In addition, the Digital Transformation working group set out as a priority the joint work of digitizing the flow of budget

approvals and the management of contracts and signatures to all the companies of the Group. The analysis of the requirements for the implementation of this project started in 2019.

In particular, the Digital Transformation working group investigated the needs of companies in Enterprise Content Management (ECM) systems in the following main operational areas:

- Document Management, including printed and electronic company records. It involves the possibilities of searching, retrieving and secure storage of important files related to relationships with customers, suppliers, staff, projects, etc. of each company.
- Collaborative document creation, which involves collaboration between department members, ad-hoc groups, or external partners or customers, to create and process corporate content.
- Standard workflows and approvals automation, which involve standard approval procedures for documents and business procedures.

The aim was to examine the needs for the transition to a modern digital work environment, with tools available to bring higher productivity at the level of employee, team or business processes with a high degree of repeatability and volume, the ability to have a full 360° view of all information that pertain to a supplier or client, to

apply Information Governance principles for secure, and predictable retention, and to archive corporate information.

By selecting the appropriate tools and solution development platform, the project will be completed by each company separately due to their different needs, within 2020.

Our performance / Our goals

Quest Group in 2019 had a positive track record and improved its financial figures. In particular:

Consolidated Sales of the Group amounted to € 600 million compared to € 498 million increased by 21%. The increase in sales comes mainly from the Group's trading companies.

Consolidated earnings before interest, taxes, depreciation, and amortization (EBITDA) amounted to € 53.4 million compared to € 33.9 million in the previous year, mainly due to the increase in all Group companies, but also to the reversal of the retroactive part of the copyright fee of € 1.4 million charged in the previous fiscal year.

Consolidated earnings before taxes amounted to € 30.2 million compared to € 24 million in 2018, and were positively affected, like EBITDA, by the provisions on copyright.

Earnings after taxes and before non-controlling interests (minority interests) amounted to € 8.3 million compared to € 20 million in 2018 due to the reversal of the tax requirement of the company described above and in note 42 - Long-term tax receivables.

Consolidated earnings after taxes and non-controlling interests (minority interests) amounted to € 7.9 million compared to € 18.7 million in 2018.

The Group's **net cash** (cash and reserved cash deposits less loans) amounts to € 24.8 million, compared to € 25.7 million in the previous fiscal year. It is noted in the previous year an amount of € 10.3 million involving liabilities from financing leases was included in loans, while after the application of IFRS 16 (leases), the corresponding balance of the closed year is included in lease liabilities.

In addition, the Quest group made significant investments in 2019 that together with the net borrowing undertaken for them amounted to € 34 million of which over € 29 million involve development investments (Growth Capex & New Investments).

The Annual Financial Report for the Year 2019, which is posted on the parent company's website (www.quest.gr), includes detailed tables of all subsidiaries and their results for the years 2019 and 2018.

The net loan liabilities of the Group and the Leverage Rate for the last three years are shown in the table below:

| Group Net Loan liabilities & Leverage | | | |
|---|----------------|-----------------|----------------|
| Quest Holdings (Consolidated data) (€ x 1000) | 31/12/2017 | 31/12/2018 | 31/12/2019 |
| Total loan liabilities | 52,447 | 37,441 | 50,425 |
| Lease liabilities | - | - | 30,052 |
| Minus: | | | |
| Net cash and cash equivalents | (47,937) | (63,164) | (75,195) |
| Net loans / (cash and equivalents) | 4,510 | (25,722) | 5,282 |
| Total equity | 128,730 | 140,173 | 143,204 |
| Total capital employed | 133,239 | 114,450 | 148,486 |
| Leverage factor | 3.38% | -22.47% | 3.56% |

In the Sustainable Development Report 2017, an amount of 4,509 (€ x 1,000) was reported by mistake as the Total Equity, instead of the correct amount of 128,730 (€ x 1,000) which is reported in the current report.

| Direct economic value generated and distributed ⁷ | | | | |
|--|---|---------|---------|---------|
| Consolidated Data (€ x 1000) ¹ | | 2017 | 2018 | 2019 |
| Economic value generated | Revenues ² | 438,606 | 501,703 | 603,899 |
| | Operating costs ³ | 367,653 | 360,727 | 498,412 |
| Financial value distributed | Employee salaries and benefits ⁴ | 60,580 | 67,506 | 75,217 |
| | Payments to financing bodies ⁸ | 8,275 | 9,453 | 11,030 |
| | Payments to statutory bodies ⁵ | 11,470 | 7,734 | 5,526 |
| | Social investments ⁶ | 572 | 630 | 750 |

1. The amounts listed in the table derive from the Quest Group's consolidated financial statements for the year 2018 and include all companies. Moreover, these amounts have been calculated in accordance with the requirements of the GRI 201-1 index.

2. Revenues from sales, accessory activities, dividends, interest, rent, foreign exchange differences and derivatives are included.

3. Sales expenses, administration expenses, sales costs, capital expenditure are included. Payroll cost is not included.

4. Operating costs are not included.

5. VAT, withholding taxes and Single Property Tax (ENFIA) are not included.

6. Donations, sponsorships and start-up development costs (IQbility activity) are included.

7. Line items for depreciation of investments or the buying out of subsidiaries/associated companies are not included.

Social contribution of Quest Group



The total of the Quest Group's Social Contribution in commercial value of products, services and cash for 2019 amounts to €1,138,517 compared to €1,062,575 in 2018.

Payment of Taxes and Contributions

| (€ x 1000) | 2017 | 2018 | 2019 |
|-------------------------------|---------------|---------------|---------------|
| Payment of VAT | 36,677 | 24,825 | 29,271 |
| Social Security contributions | 17,133 | 18,585 | 20,076 |
| Payment of payroll tax (FMY) | 6,597 | 7,333 | 8,045 |
| Payment of other taxes | 10,673 | 9,813 | 6,887 |
| Total | 71,081 | 60,556 | 64,279 |

The reduction in VAT paid in 2018 / 2017 is due to the change in legislation on the non-application of VAT to product categories among traders.

Percentage of exports and public sector sales in relation to the turnover of each company and the Group as a whole

| (€ x 1000) | Info Quest Technologies | | | Uni Systems | | | ACS | | | iSquare | | | Quest Group Total | | |
|---|-------------------------|---------|---------|-------------|--------|---------|--------|---------|---------|---------|---------|---------|-------------------|---------|---------|
| | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| Total sales | 124,773 | 155,781 | 188,855 | 84,000 | 90,205 | 116,235 | 98,934 | 102,591 | 110,079 | 84,088 | 106,545 | 140,224 | 436,449 | 497,680 | 600,319 |
| Overseas sales | 4,183 | 6,666 | 9,663 | 33,383 | 37,436 | 51,153 | 5,366 | 4,636 | 4,252 | 23,611 | 28,597 | 29,789 | 70,676 | 82,751 | 102,094 |
| Percentage of Overseas Sales in relation to total sales | 3.35% | 4.28% | 5.12% | 39.74% | 41.50% | 44.01% | 5.42% | 4.52% | 3.86% | 28.08% | 26.84% | 21.24% | 16.19% | 16.63% | 17.01% |
| Sales to the public sector | 13 | 17 | 12 | 17,078 | 8,452 | 11,324 | 2,257 | 1,917 | 1,722 | 0 | 0 | 0 | 19,348 | 10,386 | 13,129 |
| Percentage of sales to the public sector in relation to total sales | 0.01% | 0.01% | 0.01% | 20.33% | 9.37% | 9.74% | 2.28% | 1.87% | 1.56% | 0.00% | 0.00% | 0.00% | 4.43% | 2.09% | 2.19% |

The Group's main goals and priorities for 2020 are as follows:

- To maintain and/or increase its financial figures and operational profitability from all activities.
- The compensation / coverage as much as possible of the EBT's profits decrease in the sector of online transactions from improvement in other industries.
- To achieve bigger development in profit-making regions.
- The realization of significant investments to support further development of its activities.
- The development in similar and / or new activities mainly through acquisitions.

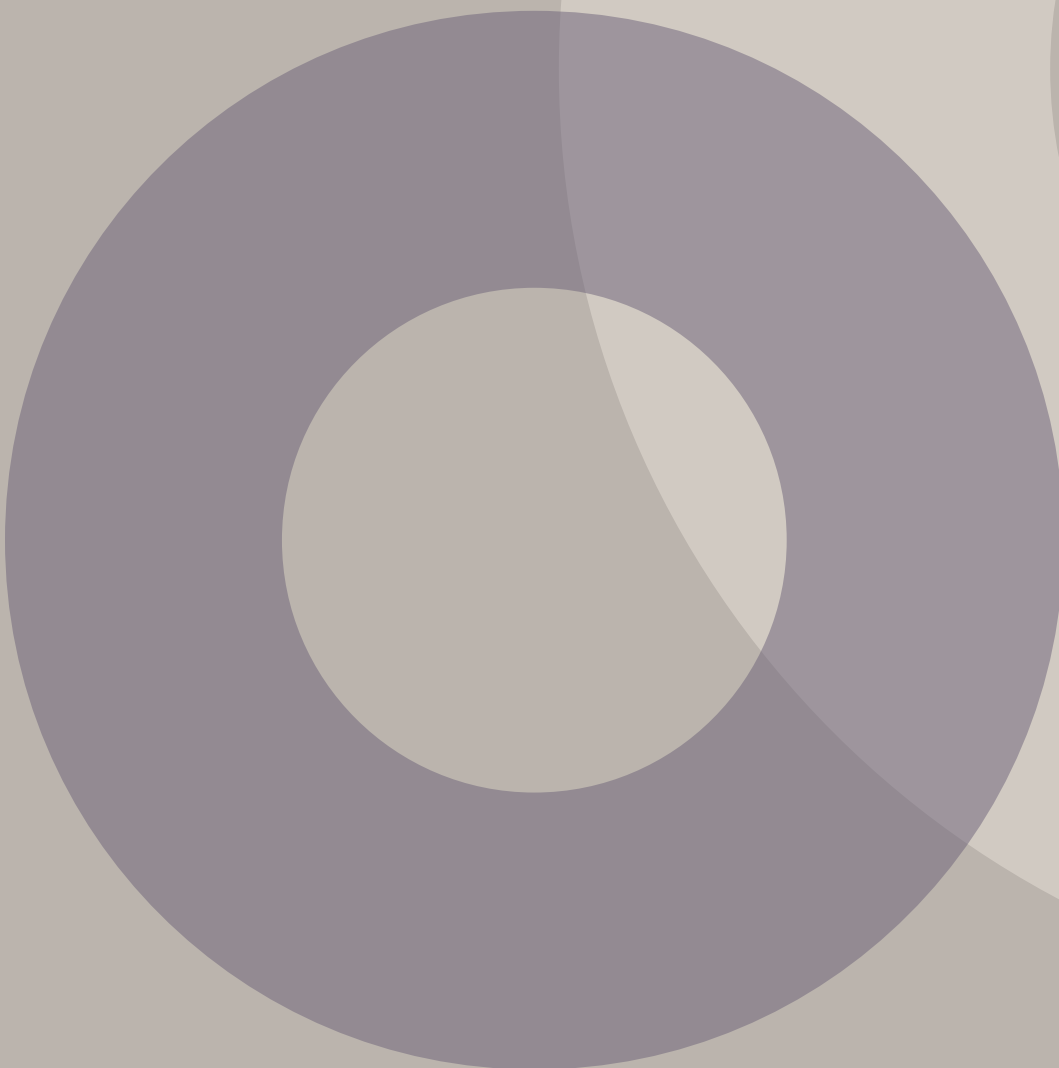
For 2020, based on the initial estimates - provided that there will be growth in the Greek economy - it was predicted that there would be a slight growth of revenues and stability in the net profitability of the group from the ongoing activities as well as positive operating cash flows. At this stage, based on the current pandemic (COVID-19) data, there may be a negative impact on group figures, but it is difficult at this time to estimate the extent, duration and exact impact for the whole year.

With regard to our prospects for 2020, the main growth paths of revenue are expected to come from IT products, e-commerce services, as well as services related with e-commerce and development in new technology products, new products, as well as renewable energy sources. Each one of our companies, depending on its activity, has developed and has been implementing an action plan, aiming at development and to maintain its leading position in the market.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| Group ROE >16% (return on equity from continued activity - EBT / Equity ROE - Return on Equity) (excl. Capital gains & impairments) | 21.1% (€30,176/€143,203) | Maintaining at least 80% of the turnover and 70% of the Group's EBT profitability from ongoing activities in relation to the corresponding figures for 2019 (excl. Capital gains & impairments). |
| Maintenance of profitability and Group EBT profit margin from continued activity >2018% (excl. Capital gains & impairments) | 5% τo 2019 (4.8% τo 2018) (EBT margin/Sales) | Maintenance of the Group's sales from abroad. |
| Maintenance and/or small increase by 5% of Group sales in new markets (overseas) | The group's sales abroad amounted to € 102.1 million compared to € 82.7 million in 2018, an increase of 23% . | Implementation of development investments for expansion of activities and infrastructure > € 15 million. |
| Development in new markets | | Expansion of its activities in 1-2 new markets (2020-2021). |
| Innovation | During the two years 2019-2020, the Group implemented major initiatives aimed at strengthening the culture and creation of innovation within the companies. | During the two years 2019-2020, the Group implemented major initiatives aimed at strengthening the culture and creation of innovation within the companies. In 2020-2021, the Group will proceed with the planning of new actions and the development of a focused action plan. |

Quest Group

Corporate Governance



CORPORATE GOVERNANCE

Sustainable development and the constant pursuit of “good business” are the strategic direction and commitment of the Group and are eloquently reflected in the vision, mission, as well as in the management model and integration of Sustainable Development in its strategy. The Quest Group is governed by the current Corporate Governance legislation, having created internal structures and incorporating manuals, codes, policies and procedures in its operation, which are aimed at enhancing transparency, accountability and collective decision-making, to all areas aiming at the sustainable development of companies and the safeguarding of the interests of

Shareholders and Stakeholders. Quest Holdings and its subsidiaries comply with and implement the current legislation of each of the countries in which they operate. Furthermore, Quest Holdings complies with and implements, inter alia, the current legislation of the Hellenic Capital Market and the Regulation of the Athens Stock Exchange.

By applying the core principles of Corporate Governance, we have set the following goals:

- Transparency in management and responsible entrepreneurship.
- Disclosure of information to shareholders and their participation in key decision-making.
- Speedy decision-making and efficient administration
- Identification, recognition and mitigation of risks.
- Ensuring a quality work environment.
- Independent audit.
- Raising awareness of the human resources of companies on issues related to environmental protection and contribution to society in general.

For more information, please refer to <http://www.quest.gr/el/the-group/corporate-governance> and to the Annual Financial Report 2019.

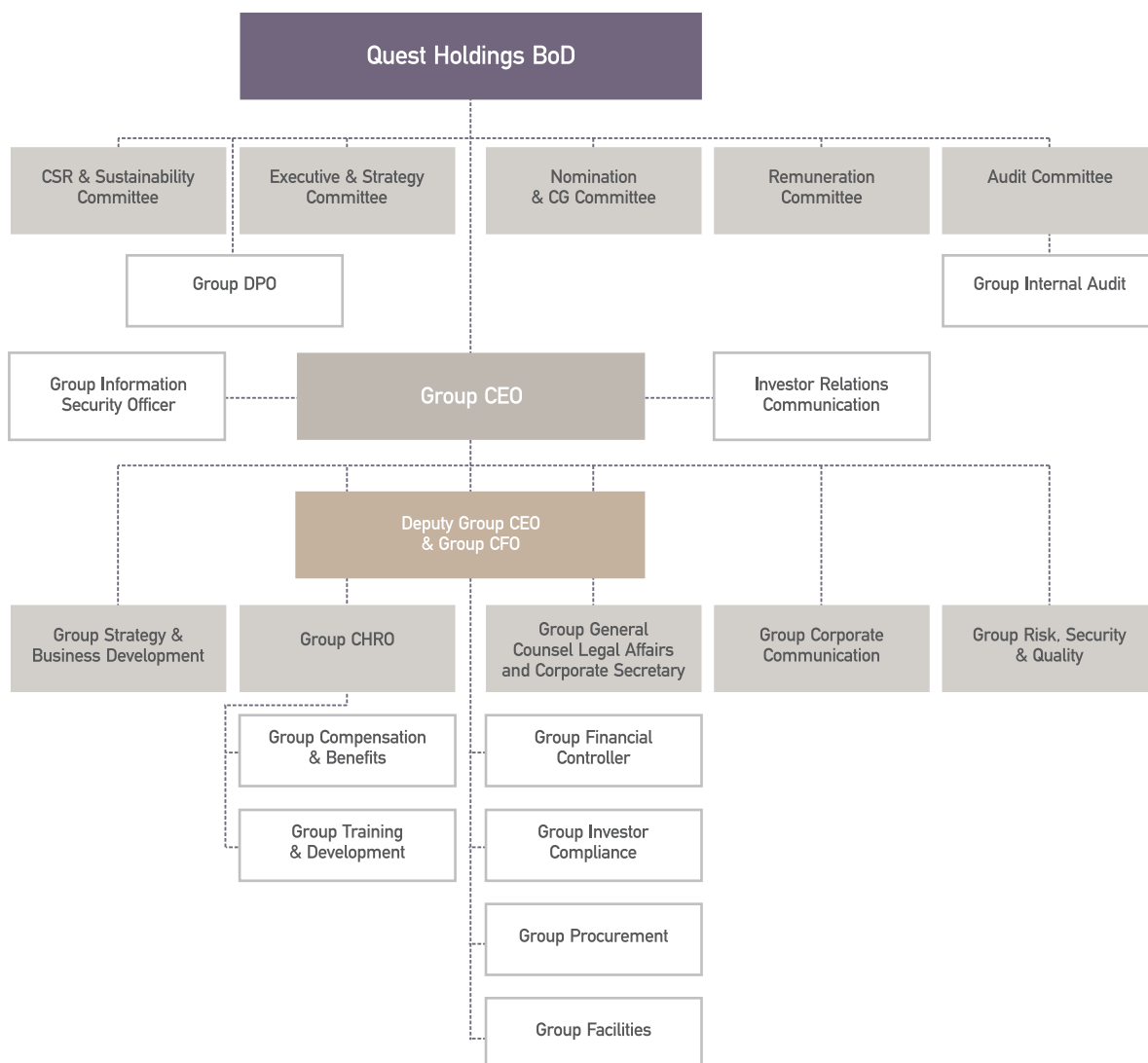
Board of Directors

The Board of Directors is the supreme governing body of the Quest Holdings Group and is responsible for the administration of the company, the management of the company's assets and the achievement of the company's purpose. According to the Company's Articles of Association, it consists of at least seven (7) to thirteen (13) members, the majority of whom must be non-executive, and of whom at least two executive.

The Board of Directors of Quest Holdings is assisted in performing its duties by a number of Committees, which deal with key corporate governance issues. They have a coordination and advisory role in relation to the decisions made by the Board of Directors.

Quest Holdings Board of Directors 31/12/2019

| Executive Members | | Independent Non-Executive Members | |
|---------------------------------|---|-----------------------------------|--|
| Theodoros Fessas | Chairman of the Board, Executive Member | Pantelis Tzortzakis | Vice Chairman of the Board, Independent Non-Executive Member |
| Eftychia Koutsourelis | Vice-Chairman of the Board, Executive Member | Nikolaos Karamouzis | Independent Non-Executive Member |
| Apostolos Georgantzis | Managing Director, Executive Member | Apostolos Tamvakakis | Independent Non-Executive Member |
| Markos Bitsakos | Deputy Managing Director, Executive Member | Faidon Tamvakakis | Independent Non-Executive Member |
| Nikolaos Socratis Lamproukos | Executive Member | Apostolos Papadopoulos | Independent Non-Executive Member |



Committees

Audit Committee

The main task of the Audit Committee is to provide support to the Board of Directors for the fulfillment of its supervisory responsibility

towards the shareholders, the investing public and the traders with the Company for the monitoring of:

- The completeness and correctness of all financial statements.
- The effectiveness and efficiency of internal control systems.
- The compliance with the applicable legal and regulatory regime, as well as with the Code of Conduct.
- The audit function of the internal audit work and the external auditors.
- The adequacy and effectiveness of all security policies, processes and safeguards in relation to the internal control system and risk management.
- The evaluation of the methods of the Group’s companies for the identification and management of the most significant risks.

Corporate Social Responsibility and Sustainable Development Committee

The Corporate Social Responsibility and Sustainable Development Committee is the supreme planning and strategy coordination body for CSR and Sustainable Development in all Group companies. It consists of three members, two Executive members and one

Independent member: The Vice Chairman of the Board (Executive Member) of Quest Holdings, Chairman of the Committee, the CEO of Quest Holdings and an Independent Member of the BoD. The CSR Committee is charged with the following:

1. Establishing CSR and Sustainable Development principles and integrating them into all Group activities.
2. Developing the Strategy and the Policy for Sustainable Development and submitting for approval to the Board of Directors.
3. In collaboration with the CSR managers of the Group Companies, preparing a Sustainable Development action and budget plan and submitting it for approval to the Board of each company.
4. Defining Sustainable Development KPIs to evaluate results and monitor the effectiveness of Group and Company actions.
5. Participating in institutional bodies and representation of the Group in respect of Sustainable Development issues.
6. Informing the Board of Directors of Quest Holdings on Sustainable Development issues.

In addition, the Group operates a number of inter-company groups that meet regularly, aiming at better communication between the Quest Group Companies, the design and implementation of synergies and the implementation of development programs of common interest.

Nomination & Corporate Governance Committee

The Nomination & Corporate Governance Committee, appointed by the Board of Directors, examines and proposes candidacies of new members for their election to the Board of Directors of the company and plans the smooth succession and continuity of the Company's Management and advises on the proper application of corporate governance principles based on current legislation, international best practices and the Corporate Governance Code which the company abides to.

Remuneration Committee

The Remuneration Committee, appointed by the Board of Directors, examines and recommends to the Board of Directors the preparation of the remuneration policy for the Members of the Board of Directors (and its general director or deputy, if any, or its executives, as set out in IAS 24 par. 9, provided that this is specified in the company's articles of association) or its amendment, in accordance with the provisions of Art. 109 to 112 of Law 4548/2018, as in force, and carries out its other responsibilities set out in its Rules of Procedure or in the legislation in force.

Executive Committee

The Strategic Planning Executive Committee, appointed by the Executive Chairman of the Board of Directors and the Managing Director, is an information and coordination body that deals with major issues of the Group, and is responsible for advising on strategy and investments, monitoring the Group's activity and delivering to the Board of Directors of the company its opinion on issues of particular

interest to the Group and the companies in which it participates. It consists of executive members of the Company's Board of Directors. The Chairman of the Committee is the Chairman of the Board of Directors (provided that he is an executive member) or the Managing Director. The meetings of the Committee may be attended, as appropriate, by Group executives responsible for the issues to be examined. It meets regularly, usually once a month, and extraordinarily when necessary. It may be authorized by the Board of Directors to make decisions on specific issues under the responsibility of the Board of Directors and it also informs and advises the Board of Directors on all the major issues it handles. The work of the Committee is evaluated by the members of the Committee under the responsibility of its Chairman once a year or whenever requested by the Board of Directors. The results of the evaluation are presented to the Board of Directors.

Group Management Committee

The Group Management Committee consists of the Managing Director of Quest Holdings, who chairs the Committee, and the CEOs of the Group's subsidiaries (> 50%). The meetings of the Committee may be attended by the Chairman, Directors or executives of the company or its subsidiaries (> 50%), as appropriate. One of the members of the Committee is appointed as Secretary.

It usually meets regularly (1) once a month or extraordinarily whenever the Chairman of the Committee deems it appropriate.

The purpose of the Committee is to ensure maximum coordination of the companies in a group spirit, to inform the CEOs about the course of results and developments in the other companies of the Group, the decisions of the Company's Management, to share information on the major issues of each company, to effectively promote the Group's strategies, policies and decisions, to exchange views on issues introduced by the chairperson or participants, to optimize operation, to develop synergies and to achieve economies of scale.

Policies

The basis for the governance of the Group and its subsidiaries are the Group Policies and the Standard/Single Procedures, which are the official wording by the Board of Directors of the guidelines that apply to all companies and their subsidiaries, and ensure compliance

of the Group with the institutional framework, the integration of good practices in its operation and are specified at the level of implementation in the corresponding procedures. They cover all the critical operation and development areas of the companies, i.e. the

areas of Governance and Compliance, Sustainable Development, Risk Management, Operation, Human Resources and Personal Data Protection. At the same time, the Group has highlighted the Values and Principles of Customer Satisfaction, Morality and Integrity, Teamwork, Knowledge/Continuous Improvement/Innovation, Entrepreneurship and Documentation and Evaluation, as the building blocks that highlight what is important, has priority, is correct, accurate and desirable for the Organization.

In 2019, 3 years after the implementation of the Corporate Governance model in the Group, a review was made to incorporate

improvements adapted to the new developments of both the Group's development and the business environment.

In 2019, 31 Policies were applied. Three new policies, which define the guidelines in the following areas: Remuneration of BoD members, Innovation and Talent Management and Succession, have been developed.,

Also, the Innovation Policy is planned to be developed in 2020-2021.

Risk Management

Evolution, based on the principles of Sustainable Development, is the core of the Quest Group's philosophy and strategy. The Group's Management recognizes and focuses on key Sustainable Development issues, using as a reference framework the UN Sustainable Development Goals (SDGs), as well as national and international standards and initiatives, such as the 10 principles of the UN Global Compact for Human Rights, Labor, the Environment and the Fight against Corruption, and complies with the Greek Sustainability Code. In this context, the Group has established the Sustainability & CSR Committee, which provides support to the Management on Sustainable Development issues and in particular on the planning of the strategy, the coordination of the companies, the definition of the necessary (qualitative and quantitative) indicators and the monitoring of the companies' performance. Since 2014, the Group has been issuing an annual Sustainable Development Report for Quest Holdings, and its 4 largest subsidiaries, i.e. for the companies Info Quest Technologies, Uni Systems, iSquare & ACS, according to the international GRI Standards with the support of the Climate Change and Sustainable Development Services Department of EY Greece and has assigned the external verification to TUV Hellas (TUV Nord).

Based on our Group's Sustainable Development Strategy, reflected in the triptych "Technology, Innovation, Entrepreneurship", the subsidiaries analyze opportunities and risks related to their economic, social and environmental impacts and are strategically placed to manage them, through specific actions for which the Group sets specific measurable targets which it monitors on an annual basis, in order to evaluate its performance and take corrective action.

In this context, in consultation with the main stakeholders of the Group - Shareholders, Employees, Customers, Suppliers, Partners,

Financial Institutions, Media - the major impacts related to the activities of the Group's companies, or its services, and/or business relationships, which affect stakeholders, the society and the market in which the Group companies operate, and the natural environment, have been identified and prioritized.

Given the strategic orientation of the Group, the risks and impacts of its companies' activities in the areas of Corporate Governance, Market, Labor, Society and Environment are monitored, which are the main sectors that affect the sustainable development of the Group's companies.

In the Group we have set three-year goals for the essential issues that affect Sustainable Development and our evolution, identifying specific actions to achieve them and setting specific indicators for their monitoring. The Management of each company, in cooperation with the Sustainable Development and Corporate Responsibility Committee of the Group, are responsible for monitoring and coordinating the implementation of the objectives.

Group companies systematically manage the risks that may arise in order to increase the certainty of achieving their objectives. They follow the Risk Management Policy and apply valuation and management procedures in accordance with the ISO 31000 standard, achieving the methodological investigation, analysis and management of the risks they identify.

The five major risks in quantitative impact identified at Group level in the last available review of the Group's Enterprise Risk Management system (update 11/3/2020) are as follows:

1. Operation and Performance Problems due to natural disasters - epidemics
2. Loss of major customers
3. Information security
4. Regulatory Compliance
5. Technology Disruption (change of the business model)

The overall responsibility lies with the Group Risk Officer. Each Group company has been assigned a Risk Manager, who coordinates the Risk Management process with the participation of the Company's Managers and Management. The risk management implementation methodology is supervised by the Quest Holdings Risk Committee.

In 2019, 164 of all categories and significance were recorded by all companies. A Risk Register was created for each and a Group Risk Register with the most significant risks from all companies.

The Risk Registers are approved by the Company's Boards of Directors and the Managements supervise the implementation of the risk mitigation measures that have been decided.

Spread and effect of the COVID 19 pandemic

Despite the fact that the COVID-19 pandemic, which has severely hit humanity in Europe since February 2020, did not occur during the reporting year, it is nevertheless a major event with great uncertainty as to its evolution and possible serious concerns for the economy as well.

The companies of the Group, have systematically implemented and are updating the already existing Business Continuity plan with

For the most important risks, companies designate Risk Owners, who are responsible for monitoring their containment measures and revisions when required.

The risk management methodology is frequently followed and for large projects or new partnerships undertaken by the Companies.

In 2019, the Group developed, in cooperation with a specialized company, an Enterprise Risk Management (ERM) application, which provides many opportunities for risk assessment and analysis, as well as the organization of their mitigation actions. This application was used by all the companies of the Group.

priority on ensuring the health and safety of the employees, the customers and the associates of the companies. At the same time, they are continuously monitoring and evaluating the risks associated with the spread of COVID-19 and are taking all possible measures. The assessment of the risks that will arise from the evolution of the phenomenon and any impact on the operation of the Group and the Companies will be presented in the next Report

Responsible supply chain

The Quest Group members are part of a long supply chain of products and services that connects manufacturers with customers. Therefore, the quality, credibility and support of these products and services, as well as their social and environmental impact, are affected by the suppliers' and/or associates' ability to successfully meet the standards set by the Group.

Procurement practices exert a great deal of influence on the companies of the Quest Group that have many suppliers, such as Info Quest Technologies and Uni Systems; the nature of these companies' activities requires cooperation with a large number of suppliers. iSquare's almost sole supplier is Apple, while ACS exclusively offers services. Its suppliers are active in equipment and technical infrastructure, which contribute to further improvement, automation and saving of costs for the operation of the company.

The Group's companies, given their leading position in the market and the fact that they constantly aim to provide products and services at the cutting edge of technology, choose established product suppliers, who enjoy a good reputation globally and who are strongly committed to good labor practices, which apply to both the companies and their suppliers.

The Quest Group adopts an integrated Procurement Policy. This Policy aims at providing an effective and controlled operating framework, with respect to the materials and services procurement procedures and within this framework, all basic guidelines, principals and rules are determined and according to which responsible

procurements are made. The Policy is applied by all companies of the Group. At the same time, in 2017 the Group also developed the Supplier Code of Conduct, which has been posted to all websites of the companies and communicated to all main suppliers.

Special procedures for the selection and annual assessment of suppliers and partners, in accordance with the standard ISO 9001: 2015 have been developed in order to better safeguard the Group's companies. These procedures include product and service quality criteria, as well as criteria pertaining to the reputation and position of the supplier in the relevant market. The Assessment Procedure also includes the ways of treating cases of low assessment (improve performance or end cooperation). The Group, recognizing the importance of adopting Sustainable Development and Responsible Entrepreneurship policies, has incorporated - from 2017 - suppliers' assessments, sustainable development issues and work practices, in line with the principles of the UN Global Compact. and its Supplier Code of Conduct.

The Group intends to activate, where it deems it appropriate in the near future, a statement of compliance of its key suppliers, regarding environmental, social and corporate governance criteria if they are not apparent or compatible with a corresponding statement of the supplier on its website.

In 2020 the Group intends, in collaboration with an external consultant, to proceed with the evaluation and renewal of the existing Procurement Policy and Standard Procurement Procedures.





Ensuring business ethics and regulatory compliance

How we handle it



For the Quest Group, responsible business, absolute compliance with the current legislation, as well as policies and procedures applicable, based on relevant decisions of the competent corporate bodies, are absolute values, inextricably linked to the business model, history, reputation and its ability to achieve its objectives. Regulatory compliance also has a wider impact on the sustainable development of markets and countries where the Group is engaged, specifically as to the contribution towards a strong and well-regulated business environment and the support of strong institutions, which promote progress and development. Moreover, any deviation from the principles and moral practices of the Group's companies would jeopardize the good reputation, the credibility and, by extension, the results of both the companies and the parent company, and, as such, is unacceptable.

Quest Holdings (the Group's parent company), being listed on the Athens Exchange, applies the applicable legislation which governs listed companies and its Internal Operating Regulation, in accordance with the applicable legislation on corporate governance and the Hellenic Corporate Governance Code of Listed Companies. In addition, executives of the Group, with the coordination of the Legal Department, participate in consultations, institutional bodies and agencies, contributing to the adherence and development of the value of Regulatory Compliance.

The total presence and activity of the Group's companies in the market and the social environment in which they are engaged are governed by the framework of the Group's steady principles and values. In that context, the compliance with the legislation in force in Greece, in the European Union and in the countries in which the Group is active is a given and non-negotiable.

In that context, the strict compliance with the legislation in force in the countries in which the Group is active is a given and non-negotiable. Using the same philosophy and approach, we implement in all activities the methodical application of practices of responsible and fair competition and anti-corruption and anti-bribery measures which are based on transparency, integrity and reliability.

Any deviation from the principles and moral practices of the Group's companies would jeopardize the good reputation, the credibility and, by extension, the results of both the companies and the parent company, and, as such, is unacceptable.

The basic principles of Corporate Governance are applied to all Companies of the Group, and based on these the Quest Group has established the following priorities:

- Transparency in management and responsible entrepreneurship.
- Disclosure of information to shareholders and their participation in key decision-making.
- Speed in the adoption of decisions and efficient management, with participation on all levels, without restrictions.
- Identification, recognition and mitigation of risks.
- Ensuring a quality work environment.
- Independent audit.
- Awareness of the employees of issues that pertain to the compliance with laws and regulations, corruption and unfair competition.

The Ethics Policy and the Fraud Prevention Policy provide guidance on the proper handling of donations and sponsorships and the prevention of bribery and corruption issues.

The Fraud Prevention Policy defines fraud and the responsibilities per company and provides guidelines for planning prevention measures. It also determines how fraud cases are managed and investigated, as well as the management of complaints and the protection of the complainant.

At the same time, our stated principles and values are governed by the principles of sustainable development. Also, in the framework of the Risk Management Policy, the Risk Assessment process identifies risks, as well as the measures to deal with them, for any cases of non-compliance with the current anti-corruption and unfair competition laws. In addition, all companies keep full files on and

handle the above issues, while each company operates based on a specific approval process, thus ensuring transparency, information and proper management.

The **Ethical Conduct Policy** was drawn up in 2016 and approved by the Boards of Directors of the Group's companies. The Policy concerns the rules of conduct on the basis of which all activities of the Companies are designed and operated and are followed by executives and their staff to avoid corruption and bribery. The Administration of Quest Holdings and the Group Companies shall provide assistance and all appropriate means so as to promote this Ethical Conduct Policy to every employee and to ensure its integration in daily work and in the working culture. It is, also, intended to have this Policy implemented by all Group partners, either companies or individual professionals.

The Ethical Conduct Policy provides directions on the following matters:

- Offering and accepting gifts of financial value to the personnel: The third parties trading with the Company and the Group shall not be allowed to personally provide to the employees or their family members and the latter shall not be allowed to accept as gifts money or high value objects of any kind or they shall not be allowed to derive any personal benefit. The employees are required to notify the Company of any gift or other benefit offered to them.
- The only recipient of any gift offered as a result of incentive policy implemented to achieve specific goals shall be the Company, which has agreed with the supplier accordingly.
- Such gifts shall be distributed to the employees by the Company itself based on rules established internally. The employees shall be allowed to personally accept promotional gifts or articles offered to them, provided that their value is not high (up to 100 €) and subject to the fact that the head of their department is aware thereof.
- As regards promotional gifts of greater value, the Administration of the Company shall decide whether or not to accept such a gift or consider the possibility of converting the gift into credit memo.
- No employee shall accept invitations to social events or entertainment, excursions, sports or cultural events, trips etc. of any kind offered by any third party trading with the Company, inasmuch as such invitation is intended for the third party to be given special treatment. Bribery and corruption are incompatible with the Group's principles.

There is zero tolerance to any payment in kind or money, to any person or official to facilitate or expedite the activities of the Companies or to give the impression to state officials suggesting the promise of bribery in any manner, is inconceivable. In addition, the employees may not use any other illegitimate means to ensure any unacceptable business advantage.

Policy: It is prohibited of the Companies to become involved in any partisan or ideological activities of any kind.

Customer and Supplier Relations: These relationships shall be governed by trust, mutual respect and integrity, seeking thereby to establish a long-term partnership and to mutually satisfy the interests of both sides.

Sponsorship and Donations: Any donation or sponsorship whatsoever shall be fully transparent and in conformity with the principles of legality and morality. To this end, full documentation files shall be kept and a records management system shall be implemented.

Financial Transactions Records: Detailed and accurate records of any financial transaction made by any company for any reason whatsoever, shall be kept (including, but not limited to gifts, donations, sponsorship, hospitality expenses, etc. along with justification).

Conflict of Interest: Situations where the personal interests of the Company's employee conflict with his/her obligations to serve the interests of the Company or the Group, shall be avoided and controlled. The Ethical Conduct Policy and its implementation method has been presented to the executives of the Group's Companies and training has been provided on the method and control of its proper implementation.

The **Risk Management Policy** was approved in 2017 by the Boards of Directors of Quest Holdings and the Group's companies, which in 2018 was updated and completed by the Group companies the Risk Assessment process, which identified and recorded the risks, as well and measures to address them, including, but not limited to, cases of non-compliance with existing legislation (such as anti-corruption and anti-unfair competition law).

It should be noted that a **control mechanism** has been created, whereby employees are required to report any incident, which they believe is contrary to the Ethical Conduct Policy and may involve a corruption case. All reports of such incidences are recorded and kept in a relevant file. The individual lodging the complaint shall be protected against any negative action as a consequence of the complaint. However, the Group members shall reserve the right to take any action they deem appropriate against any executive officer, employee or partner, inasmuch as it is proved that such person has consciously and deliberately discredited the Company or provided false information to the Company or any third party with the purpose of violating of the above.

All complaints shall be investigated by a committee consisting of authorized Directors. The Administration of each Company shall have the possibility to refer to the competent authorities for further investigation or to report to the authorities any criminal offenses.

At the same time, with the support and provision of the appropriate tools by the companies' Management and with the experiential training in relevant programs by the Human Resources department, they are promoted to all staff members and are integrated in the daily work and the culture of the employees.

Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|---|--|
| <p>Zero incidents of non-compliance with the applicable legislation on anti-corruption and unfair competition.</p> | <p>There was no information or complaint of which the Management of the Group was informed or an ongoing investigation of a relevant complaint and relating to the following incidents:</p> <ul style="list-style-type: none"> • corruption or bribery • unfair competition • non-compliance with laws and regulations at economic and/or social level <p>This achievement is the result of the culture, the organization and the ethical approach of the Group’s Management, which has permeated the entire organization.</p> | <p>Zero incidents of non-compliance.</p> |
| <p>Zero incidents of non-compliance with laws and regulations at economic and/or social level.</p> | <p>During the year, a very small fine related to a building issue was imposed on a company of the Group, which was resolved within the year.</p> | <p>Zero incidents of non-compliance.</p> |



Ensuring quality, infrastructure security, data protection and operational continuity



How we handle it

Quality Assurance



For Quest Group, quality is a daily priority and business culture. It permeates all activities, from the production and provision of products and services and procurement, to the relationships with clients and associates, the way of operation, audit and constant improvement. The Management of the largest in sales companies of the Group have adopted the quality assurance approach and the course towards Total Quality Management. A key tool on the path to Total Quality is Quality Management in accordance with the international standard ISO 9001: 2015, which regulates and monitors the Quality Certification procedures of companies and the ISO9004: 2009 Guidance to achieve sustained success. At the same time, our companies are certified and operate in accordance with additional standards and certificates, according to their activity, and

always aiming to offer the best possible service to their customers and to improve constantly.

Security Infrastructure and Business Continuity

The Quest Group’s most important infrastructure, keystone for productivity, growth and innovation is its ICT infrastructure. The development of ICT infrastructure is included in the strategic plan of the Companies and the Group. Due to the increasing risks in the internal and external environment of the operation of ICT systems, continuous, systematic and methodical risk analysis has been established and appropriate organizational and technical measures are in place.

The Information Security Policy describes the protection requirements for all ICT infrastructures. The Policy revised in 2018, incorporating the requirements of the European General Data Protection Regulation (GDPR) and the new risks arising from the relevant risk analysis, follows the international standard ISO 27001: 2013. The Policy follows all the protection measures adopted, including protection of equipment, software, data, telecommunications, information and training of personnel, fair use of equipment and confidential information by users, etc.

An important factor of efficiency and increased protection of ICT infrastructures of the Group is the technologically advanced proprietary Data Center of Uni Systems, which is one of the largest in Greece, in which the core information infrastructures of all the Group's companies co-exist. The operational continuity of the companies is ensured through the Cloud services offered by Uni Systems, ensuring speed, controlled accessibility for authorized employees, reliability and fully controlled and protected environment. Uni Systems is certified according to ISO 27001: 2013 (Information Security) for the services provided by the Data Center.

Application of the Information Security Policy is ensured with appropriate procedures and the audit mechanism, under the responsibility of the Information Security Directorate. The Policies and procedures give the guidelines, the management method for processing personal data and are applied by all employees.

Furthermore, the employees who are responsible for the management of personal data receive regular specialized training.

Companies implement a number of actions every year to ensure them.

In 2019, an IT Risk Assessment was performed by a specialized consultant. The assessment aimed to investigate all critical information systems of the Group's companies and to highlight weaknesses in design or implementation.

Protection of personal data

In all companies, the protection of personal data is guaranteed through the Information Security Policy, which follows the standard ISO 27001:2013 Information security management and has been successfully implemented for more than 10 years. For the secure application of the Policy, all the Group members use the Data Center infrastructure by Uni Systems, which meets the strictest international standards.

The Group's companies followed a program to comply with the EU's General Data Protection Regulation 2016/679, and national laws, which is continuously upgraded and updated according to the needs of each company. The companies are constantly reviewing the necessary measures, so that the personal data they manage are completely protected, their processing is done only for the purpose for which they are collected and they meet the specifications of the relevant legislation. At the same time, all companies are implementing staff training programs in this area.

Our performance / Our goals

Security Infrastructure and Business Continuity

The planning and the measures we take at Group and company level have paid off to a great extent, providing a high rate of systems availability and data protection. No events were recorded during 2019 to cause any kind of data leakage or alteration, or short-term (5 minutes to one hour) or long-term (more than one hour) ICT short-time interruptions.

Total availability remained at the same level as in 2018, reaching 99.995%.

It is noteworthy that:

- No company experienced unplanned downtime of its services during working days and hours.
- No incidents of non-availability or limited availability due to external attack (denial of service) were detected by the companies' tools.
- There were no incidents to affect confidentiality and soundness of company data.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|-------------------|---|
| System availability > 99.9%. | 100% achievement. | System availability > 99.9%. |
| Zero Data bridge incidents, which may affect the confidentiality and integrity of Group and Company data and systems and zero financial losses, respectively. | 100% achievement. | Zero Data bridge incidents, which may affect the confidentiality and integrity of Group and Company data and systems and zero financial losses, respectively. |

Actions 2020-2021

The following actions are planned for the two years 2020-2021:

- Creation of a structure/role of IT Security Officer in companies that do not have a corresponding structure/role, as well as at Group level and staffing of this structure with a specialized officer with appropriate knowledge and experience.
- Creation of Disaster Recovery (DR) infrastructure in companies that do not have a corresponding infrastructure by creating a joint or individual DR for the most critical systems and operations of the companies.
- A comprehensive IT audit using state-of-the-art control tools to identify potential security weaknesses in order to take appropriate measures to enhance system and information protection.
- In the context of the digital transformation of the Group’s companies, projects are being considered and implemented which include actions to increase the protection of ICT infrastructures.

Protection of personal data

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|-------------------|---|
| Zero fines or penalties for violation of this legislation. | 100% achievement. | Zero fines or penalties for violation of this legislation. Further optimization of procedures and training of employees on this subject. |

Quest Group

Social

The background features a light grey gradient. In the lower half, there are several overlapping circles. A large, dark purple circle is prominent in the bottom left, with a smaller, lighter grey circle nested inside it. To the right, another large, light grey circle overlaps the purple one. Further right, a medium-sized, medium-grey circle is visible. The overall composition is minimalist and modern.

SOCIAL ISSUES

Strengthening employment and halting the outflow of human resources

How we handle it

Human Resources have been recognized as the key asset for creating value for the Quest Group. Part of the Group's strategy and culture is the care and development and training of its employees, the attraction and maintenance of competent executives, the ensuring of equal chances and diversity, as well as the elimination of potential risks that may be associated with human rights at work.

The Quest Group companies, with the Human Resources Management Policy that they follow, provide opportunities for young people, help reduce brain drain, reduce unemployment, and disseminate know-how in the domestic market. It is worth noting that most of the executives of the Greek Information Technology market have been employees of the Quest Group companies and evolved inside the Group.

Ensuring equal opportunities for every person, employee or candidate has become a key priority. We have established policies in Employment, Recruitment, Training and Development and Performance and Talents Management, Succession, as well as a Remuneration and Benefits Policy, creating a comprehensive HR management framework that promotes transparency. A description of these policies and principles can be found in the "Corporate Governance" section. Individual contracts go beyond the minimum requirements of their respective collective agreements, and there is no discrimination whatsoever on the merits of candidates or the performance of employees.

Part of the strategy and culture is to attract and retain competent people through the proper management of Human Resources and to eliminate potential risks that may be associated with Human

Rights at Work, Health, Safety and Wellness, Training and Employee Development and Communication between Management and the employees. The principle of respect for and equal treatment of all workers, irrespective of gender and location in the organization chart, is fully and completely supported, and women's professional development is encouraged by providing equal opportunities in terms of remuneration and professional advancement.

It is important for the proper course of our Group to establish a substantial communication channel between the Management and the Employees that will ensure an environment of mutual trust and understanding. The Group's Management seeks to systematically inform Employees as well as to provide early warning of major changes in areas such as Health and Safety, Organizational and Business Changes, and other large-scale changes. Aiming to ensure mutual trust and understanding within the Group, the "Open Doors" policy is adopted, as it guarantees immediacy and gives the employees the opportunity to talk to the Managers and share their concerns and views on issues related to their job.

The communication between Management and Employees is also achieved through the use of selected mechanisms, practices and actions. Some examples are:

- Intranet, with constant information about the Group and its activities.
- Web Application "HereWeAre", which focuses on human resources development actions.
- Annual Human Resources Assessment for all employees, assessment of supervisors by the employees, and 360 degree assessment for Managers.
- The "Orion" e-system for Human Resources Management and Support.
- Employee Satisfaction Survey (every two years).
- The "Living our Values" program, for the experiential emergence and understanding of the Group's principles and values.
- Systematic institutionalized meetings between Managers and Supervisors of the Group, as well as Annual Meeting between the Group's members.

Our performance / Our goals

The total human resources of the Quest Group amounted to **1,905 employees** on 31/12/19, showing an increase of 9% compared to 2018 (1,744), with the percentage of men-women remaining unchanged. This applies to employees with a dependent employment relationship (indefinite or fixed) with the companies, as well as 239

supervised employees who are mainly active abroad on behalf of Uni Systems. More specifically, the Group created 161 new job positions during the review period. The number of new hires for the entire Group in 2019 amounted to 367 employees and the employee turnover was 9.3% (employee turnover is calculated as the ratio of voluntary resignations over the average number of employees). In the



Group as a whole, 71% are men (1,352 employees) and 29% women (553 employees)

Note that 1,481 employees are full time employees of the Group's members, whereas 235 supervised employees work abroad on behalf of the company Uni Systems and 1 supervised employee works at ACS.

In the tables below, the data **only concern the companies that participate in the Report and which employ 1,717 employees.**

| Staff hired in 2019 by gender/company | | | |
|---------------------------------------|------------|-----------|------------|
| COMPANY | MEN | WOMEN | TOTAL |
| Quest Holdings | - | - | - |
| Info Quest Technologies | 35 | 20 | 55 |
| iSquare | 14 | 16 | 30 |
| Uni Systems | 88 | 25 | 113 |
| ACS | 110 | 15 | 125 |
| TOTAL | 247 | 76 | 323 |

| Staff hired in 2019 per employment relationship/company | | | |
|---|-----------------|--------------|------------|
| COMPANY | INDEFINITE TIME | DEFINED TIME | TOTAL |
| Quest Holdings | - | - | - |
| Info Quest Technologies | 51 | 4 | 55 |
| iSquare | 28 | 2 | 30 |
| Uni Systems | 110 | 3 | 113 |
| ACS | 9 | 116 | 125 |
| TOTAL | 198 | 125 | 323 |

| Employee turnover in 2019 per company - (Indefinite time, voluntary turnover) | |
|---|-------------------|
| COMPANY | EMPLOYEE TURNOVER |
| Quest Holdings | - |
| Info Quest Technologies | 26 |
| iSquare | 6 |
| Uni Systems | 64 |
| ACS | 21 |
| TOTAL | 117 |
| Employee turnover: | 8.5% |

Mobility of Staff

| | Voluntary Employee Turnover | Non-voluntary Employee Turnover |
|------------------------------------|-----------------------------|---------------------------------|
| QUEST GROUP (all companies) | 9% | 1.5% |

| Total number of employees per employment contract | 2019 | | | |
|---|-----------------|--------------|------------|--------------|
| | MEN | WOMEN | TOTAL | |
| Attica | Indefinite term | 863 | 402 | 1,265 |
| | Fixed-term | 64 | 7 | 71 |
| | Supervised | 4 | 1 | 5 |
| | Trainees | 2 | 0 | 2 |
| | TOTAL | 933 | 410 | 1,343 |
| Other Regions | Indefinite term | 65 | 14 | 79 |
| | Fixed-term | 3 | 0 | 3 |
| | Supervised | 0 | 0 | 0 |
| | Trainees | 0 | 0 | 0 |
| | TOTAL | 68 | 14 | 82 |
| Overseas | Indefinite term | 39 | 22 | 61 |
| | Fixed-term | 0 | 0 | 0 |
| | Supervised | 195 | 36 | 231 |
| | Trainees | 0 | 0 | 0 |
| | TOTAL | 234 | 58 | 292 |
| TOTAL | Indefinite term | 967 | 438 | 1,405 |
| | Fixed-term | 67 | 7 | 74 |
| | Supervised | 199 | 37 | 236 |
| | Trainees | 2 | 0 | 2 |
| | TOTAL | 1,235 | 482 | 1,717 |

| Total number of employees per type of work | 2018 | | | 2019 | | |
|--|--------------|------------|--------------|--------------|------------|--------------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Full Employment | 905 | 413 | 1,318 | 949 | 427 | 1,376 |
| Partial Employment | 96 | 13 | 109 | 87 | 18 | 105 |
| Supervised | 130 | 15 | 145 | 199 | 37 | 236 |
| TOTAL | 1,131 | 441 | 1,572 | 1,235 | 482 | 1,717 |

Remarks:

1. The data in the Tables merely concern the Group members that participate in the Report.
2. The data include the 236 supervised employees.
3. No significant difference in the number of employees has been mentioned during the report period.

Level of Education

The Group employs highly trained Human Resources, providing opportunities to many young scientists.



Note: Includes full time employees, i.e. 1,481 employees for the companies participating in the Report.

It is worth noting that Info Quest Technologies, Uni Systems, iSquare participating in the Report, employ 85% of employees. 34% of their employees are graduates of high / higher education, while 21% hold a postgraduate and doctoral degree.

in May 2019 with high employee participation (78%). The survey showed a very high satisfaction rate in Occupational Safety (89.06%) and Object of Work (87.03%). The areas showing the lowest satisfaction rate are education (51.9%) and benefits (34.4%).

Employee Satisfaction Survey

To measure employee satisfaction, a Human Resource Satisfaction Survey is conducted every two years. The last survey was conducted



Defending human rights at work

How we handle it



As Human Resources has been recognized as a core capital for the Group in creating value, the Group's evolution and progress are closely linked to the evolution and progress of its human resources.



To this end, it considers it very important to promote the culture of respect for Human Rights.



Gender equality, the elimination of all forms of inequality, discrimination or corruption, absolute transparency and fairness and the creation of quality jobs - capable of evolving, developing knowledge and skills and functioning in an excellent working environment - are a priority and a constant pursuit for Group.

Quest Holdings has established a Human Rights Policy and embraces the 10 Principles of the UN Global Compact, which include, among others, Human Rights and Labor Principles on topics related to: Health and Safety, Equal Opportunities and Non-Discrimination, Freedom of Association, Forced Labor, Child Labor and work-life balance, and seeks to systematically inform and alert employees to major change issues, while it has incorporated these principles into its Policies.

The Group operates mainly in Greece, offering a healthy working environment for its employees, while increasing the number of jobs in the country. Opportunities are provided for young people, especially in the ever-evolving field of technology. In addition, development abroad gives the opportunity to employees to acquire experiences in a more international environment and to work with people from different countries, cultures and areas of skill.

Of particular significance is also the direct employment of approximately 2,500 employees in the courier sector, who are employed at the exclusive franchising network of ACS agents, spread across Greece.

All Group companies systematically investigate the needs of Human Resources through day-to-day communications, management and development systems that ensure equality and fairness at Work.

The management of all companies is committed to observing the principles of human rights and labor and in this direction emphasis is given to:

- Communicating the relevant Policies and Procedures to all stakeholders.
- Upgrading workplaces, based on high standards.
- The systematic realization of Human Resources Satisfaction Surveys.
- The experiential training of employees in the Principles and Values of the Group.

Equal Opportunities and Avoidance of Discrimination

The Human Resources Department of the Group has adopted multiple actions to ensure equal opportunities and non-discrimination. The cultivation of a culture of equal opportunity and development, through an environment that promotes the active participation of employees is a basic priority. Based on the Human Rights Policy that it has established, the Group ensures gender equality and equal opportunities for all.

There is no discrimination in any matter, including issues of diversity or unequal treatment in employment and work, including age, gender, sexual orientation, religion, etc., the principle of respect is fully respected, women's development is encouraged, equal opportunities in terms of pay and professional development are provided. In

addition, full and effective participation as well as equal opportunities for taking a leading role by women at all decision-making levels is ensured.

At the same time, it adopts Ethics and Anti-Fraud Policies to address and eliminate all forms of corruption and bribery by developing effective, reliable and transparent procedures at all levels.

In 2017, the Group issued a Supplier Code of Conduct which will incorporate the principles of the UN Global Compact, seeking to further clarify its positions on respect for and implementation of human rights in its sphere of influence, and, in particular, to its business partners and suppliers. The Code is posted on all the websites of the Group's companies.

Our performance / Our goals

Work environment

During the year, a very small fine related to a building issue was imposed on a company of the Group, which was resolved within

the year. Besides, there were no other financial losses incurred as a result of legal proceedings related to violations of labor law.

Equal Opportunities and Avoidance of Discrimination

The Group, on the basis of its Policies, provides equal opportunities to all, both existing employees and prospective employees. In no case is there any discrimination in any matter. We encourage women

to pursue professional development by providing equal remuneration and promotion opportunities.

Women Employees

| | Women Employees | Women Employees in managerial jobs |
|-----------------------------|-----------------|------------------------------------|
| QUEST GROUP (all companies) | 31% | 19% |

Gender pay gap

| | MEN | WOMEN | Pay Gap (%) |
|-----------------------------|---------|---------|-------------|
| QUEST GROUP (all companies) | €36,667 | €28,870 | -27% |

Managing Director / Employees Wage Ratio

| | Managing Director / Employees Wage Ratio |
|-----------------------------|--|
| QUEST GROUP (all companies) | [52:1] |

Forced Labor

Our Group companies sign individual employment contracts, which exceed the minimum requirements of collective agreements. No report or complaint related to any of issue of forced labor has been recorded in the Group's Complaints Management systems.

Freedom of Association

In accordance with the principles, Values, Policies and the Rules of Operation of our Group, the right to participate in labor unions is not hindered in any way.

| | Collective Bargaining Agreements |
|-----------------------------|----------------------------------|
| QUEST GROUP (all companies) | 71% |

It is noted that:

- The companies Quest Holdings, Uni Systems Greece, are members of BSE and are bound by the national general collective labour agreement.
- ACS is bound by an Operational Agreement.

Child Labor

There is no tolerance of any form of child labor in the Group, as well as in the wider environment of its associates and suppliers, and no complaints about child labor have been recorded in the Group's systems.

family of employees, acquaintance of children with the working environment ("With the children at work"), fitness classes, etc. They have not been recorded in the records of the Group and no perceptible human rights implications derive from the activities or decisions of the Group or its major suppliers.

Balance between Professional and Personal Life

The Group systematically urges workers to maintain a balance between their professional and personal lives, and for this purpose organizes various actions including motivation for sports, such as the Basketball team and the team of runners, celebrations for the

Management systems

No report or complaint by the Group's employees, related to any of the above issues has been recorded in the Group's Complaints Management (intranet, HR) systems. No instances of impacts

to human rights have been found, as a result of the activities or decisions of the Group or its major suppliers, the majority of which are organizations that are leaders in their field and of international reach. There was no case of discrimination during the reporting period.

The Group systematically monitors and draws data on employees who participate in the Institutions, Committees and Company

Management, including the percentage of employees participating in Group Governance by gender, age group and management grade.

The Group, in the context of its continuous progress and improvement, aims at a more systematic evaluation in the future regarding the participation and composition of employees, by gender and age, in the governance bodies, as well as in the management and organization levels of the companies.

Participation and composition of the Management Officials of the Group

| Board of Directors | MEN | WOMEN | Under 30 years of age | Between 30 and 50 years of age | Over 50 years of age |
|-------------------------|------|-------|-----------------------|--------------------------------|----------------------|
| Quest Holdings | 90% | 10% | - | - | 100% |
| Info Quest Technologies | 100% | - | - | - | 100% |
| Uni Systems | 80% | 20% | - | - | 100% |
| ACS | 73% | 17% | - | - | 100% |
| iSquare | 100% | - | - | 20% | 80% |

| Board Committees Quest Holdings | MEN | WOMEN | Under 30 years of age | Between 30 and 50 years of age | Over 50 years of age |
|------------------------------------|------|-------|-----------------------|--------------------------------|----------------------|
| Audit Committee | 100% | - | - | - | 100% |
| Nomination Committee | 100% | - | - | - | 100% |
| Remuneration Committee | 100% | - | - | - | 100% |
| CSR Committee | 67% | 33% | - | - | 100% |
| Executive Committee | 80% | 20% | - | - | 100% |

Composition of work grades

| Companies | MEN | WOMEN | Under 30 years of age | Between 30 and 50 years of age | Over 50 years of age |
|--------------------------------|------|-------|-----------------------|--------------------------------|----------------------|
| Quest Holdings | 60% | 40% | - | 100% | - |
| BOD | 90% | 10% | - | - | 100% |
| Manager | 67% | 33% | - | 100% | - |
| Staff | 50% | 50% | - | 100% | - |
| Info Quest Technologies | 68% | 32% | 21% | 67% | 12% |
| BOD | 100% | - | - | - | 100% |
| CEO | 100% | - | - | - | 100% |
| COO | 100% | - | - | 100% | - |
| Director | 87% | 13% | - | 50% | 50% |
| Manager | 78% | 22% | - | 78% | 22% |
| Supervisor | 79% | 21% | - | 83% | 17% |
| Specialist | 62% | 38% | 7% | 81% | 12% |
| Team Leader | 71% | 29% | 24% | 59% | 17% |
| Staff | 65% | 35% | 29% | 63% | 8% |
| iSquare | 48% | 52% | 38% | 47% | 15% |
| BOD | 100% | - | - | 20% | 80% |
| CEO | 100% | - | - | 100% | - |

| Composition of work grades (continuing) | | | | | |
|---|------------|------------|-----------------------|--------------------------------|----------------------|
| Companies | MEN | WOMEN | Under 30 years of age | Between 30 and 50 years of age | Over 50 years of age |
| iSquare (continuity) | | | | | |
| Director | 50% | 50% | - | - | 100% |
| Manager | 60% | 40% | - | 80% | 20% |
| Supervisor | - | - | - | - | - |
| Specialist | 50% | 50% | - | 75% | 25% |
| Team Leader | 100% | - | - | - | 100% |
| Staff | 45% | 55% | 47% | 43% | 10% |
| UNISYSTEMS Greece | | | | | |
| BOD | 80% | 20% | - | - | 100% |
| CEO | 100% | - | - | - | 100% |
| Director | 91% | 9% | - | 36% | 64% |
| Manager | 86% | 14% | - | 41% | 59% |
| Supervisor | 67% | 33% | - | 77% | 23% |
| Specialist | 81% | 19% | - | 75% | 25% |
| Team Leader | 100% | - | - | 33% | 67% |
| Staff | 60% | 40% | 18% | 71% | 11% |
| UNISYSTEMS Belgium | | | | | |
| Manager | 50% | 50% | - | 100% | - |
| Specialist | 57% | 43% | 14% | 57% | 29% |
| Staff | 18% | 82% | 18% | 73% | 9% |
| UNISYSTEMS Luxemburg | | | | | |
| Manager | 100% | - | - | 67% | 33% |
| Specialist | 75% | 25% | - | 75% | 25% |
| Staff | 82% | 18% | - | 91% | 9% |
| UNISYSTEMS Romania | | | | | |
| Staff | 25% | 75% | - | 100% | - |
| UNISYSTEMS Italy | | | | | |
| Specialist | - | - | - | - | - |
| Staff | 84% | 16% | 11% | 19% | 10% |
| ACS | | | | | |
| BOD | 83% | 17% | - | - | 100% |
| Consultant | 50% | 50% | - | - | 100% |
| CEO | 100% | - | - | - | 100% |
| COO | 100% | - | - | - | 100% |
| Director | 71% | 29% | - | 29% | 71% |
| Manager | 62% | 38% | - | 52% | 48% |
| Supervisor | 70% | 30% | - | 50% | 50% |
| Specialist | 96% | 4% | 8% | 52% | 40% |
| Team Leader | 93% | 7% | - | 71% | 29% |
| Staff | 74% | 26% | 8% | 59% | 33% |
| Total | 70% | 30% | 12% | 64% | 24% |

*Note: The above tables do not include the 10 non-executive members of the Board of Directors.



Providing timely and competitive remuneration/benefits to employees

How we handle it



We apply remuneration systems which we have linked to market practices, in order to achieve on the one hand internal balance in relation to remuneration and on the other hand competitiveness in relation to the market.



The following have been taken into account for the design of the remuneration system:

- a. Designing and Evaluating Jobs
- b. Fixed Remuneration
- c. Benefits
- d. Variable Remuneration

A. Designing and Evaluating Jobs

Includes the definition and description of jobs as well as the evaluation of their importance for the organization. In more detail, the system records and evaluates the requirements of the roles, in order to support and guide employees per grade/level, as well as equal treatment and remuneration of employees according to the grading levels.

The Willis Tower Watson model is used to evaluate jobs. All positions are graded (Grading System) based on the model and categorized based on Level and Job Family.

B. Fixed Remuneration

- The Remuneration Policy is defined in order to be competitive with the market.
- Salary Ranges are created for each grade in combination with the Job Family based on market data and limited salary limits.
- Salaries are controlled based on Salary Ranges (Compa - Ratio).

C. Benefits

In the Quest Group the differentiation in benefits concerns only the type of contract (fixed-term - indefinite) and are benefits are offered based on the level and grade.

D. Variable Remuneration

We apply a system of variable remuneration, which is linked to the company's performance and individual performance. Variable wages give additional motivation to employees to achieve corporate and individual goals and operate competitively with the market to retain employees in the group.

Our performance / Our goals

The benefits received by employees with an indefinite term contract, which are not received by those with a fixed-term contract, are the following.

- Medical Program (Personnel and Protected Members)
- Group Pension Program (Voluntary Program for Grade > 13, i.e. Managers)
- Provision of Corporate Car and Fuel Expenses (based on level and job)
- Parking expenses (based on level and availability of building facilities)
- Corporate Mobile (depending on job)
- Loans to Personnel
- Check Up Program (For the grade of Manager and above)
- Wedding Gift, Child Birth Gift and Gift for the admission of a child to a university

Indefinite and fixed-term employees receive the following benefits:

- Free Beverages
- Discounts on Group Products and Services
- Psychological Support Counseling Program, Gym and Fitness Programs

Variable Fees

| | Variable Fees |
|-----------------------------|---------------|
| QUEST GROUP (all companies) | 31% |

| | |
|------------------|---|
| GOAL 2020 | Improvement by 3 percentage points (5% increase) of the satisfaction rate in meritocracy through the satisfaction survey. |
|------------------|---|

Ensuring the health, safety and well-being of employees

How we handle it

In the Quest Group, the health and safety of workers is a top priority. It is a constant goal to create a working environment that encourages personal improvement and development, which provides prospects for development and promotes overall the pursuit of a better quality of life. Based on the above framework, the Quest Group takes all measures and initiatives necessary to ensure an appropriate working environment that protects the health and quality of life of employees.

The measures and actions taken aim to protect workers from accidents, injuries, occupational diseases, natural or other phenomena, such as earthquakes, fires, etc., create pleasant and safe workplaces with healthy conditions and improve overall everyday life.

The general guidelines for ensuring the health and safety of the employees are described in detail in the Health and Safety Policy of the Personnel, as well as in the Physical Security Policy, which the Group has set and which is adopted by all its companies and follow, of course, all regulatory requirements (for more information see Ensuring business ethics and regulatory compliance).

The will of the Management and the implementation of the Policies and related Procedures by the Human Resources, Safety and Maintenance and Construction Directorates include:

- Continuous upgrades and maintenance of workplaces.
- Suitable working conditions and protective equipment.
- Spotless cleanliness.
- Suitable lighting and air conditioning in all areas.
- Medical follow-up of all employees, applying the institution of the work doctor.
- Additional medical and pharmaceutical benefits program for all employees
- A checkup program for Directors & Managers of the Group
- Free vaccination for flu.
- Protection of facilities from any danger, with guards and protective equipment.
- Continuous training and updates of employees on safety and health issues.
- Preparedness exercises for dealing with natural disasters or the provision of first aid.
- Developing programs such as Voluntary Blood Donation / Blood Bank, sports teams and the creation of special areas such as restaurants, rest areas, fitness, etc.

In 2019:

- The aesthetic and functional upgrade of the Group's building facilities was continued, so that work would be more enjoyable and productive, training of fire safety teams in fire prevention and control and safe evacuation of buildings was repeated, and preparedness and evacuation exercises were held, as is done every year
- the organization of First Aid teams has been extended to most of the Group's buildings and will be completed within 2020
- the voluntary blood donation program, centrally coordinated, was carried out, like every year, for the replenishment of the Group's Blood Bank, as well as the greater reinforcement of the importance of voluntary blood donation.

The instructions of the Company Safety Officer are followed with precision and all precautions are taken.



QUEST EUZHN - Well-being and quality of life

The Group systematically urges employees to maintain a balance between their professional and personal lives. During the year, social and sports activities were held for employees, highlighting the importance of balance of personal and professional life (lifetime balance), as well as to urge employees toward a more healthy way of life. As we consistently support employees to have an active lifestyle, the Group members offer opportunities to exercise and let work stress go. Some examples are:

- Uni Systems basketball team
- Quest Group Runners Team - Athens Marathon
- Gym on Group Premises
- Exercise and Pilates Programs
- Wellness Days

Psychological Support Program

In 2019, in collaboration with EAP HELLAS, a psychological support program was implemented by the Group - telephone communication

and individual sessions - addressed to the employees of the companies and their family members.

Management of Emergencies - COVID-19

With the onset of the COVID-19 pandemic that hit the whole world in 2020 and since March 2020 on Europe and our country, the plan and guidelines for health and safety to deal with the crisis were reviewed in time. Each company, depending on its activity, has developed a comprehensive pandemic management plan with constant updates, in accordance with the State instructions and the relevant legislation. Remote work, where possible, continuous information of employees and customers, thorough cleaning, systematic disinfection of premises and the presence of disinfectants in all areas, taking temperature when entering buildings, disposal of necessary equipment and materials (disinfectants, masks, gloves, etc.) to employees who come in contact with customers/products, are among the key measures adopted. A detailed report will be made in the Group's Sustainable Development Report for 2020.

Our performance / Our goals

Regarding the recorded occupational accidents, it is noted that there was no occupational accident in 2019, which was serious and led to

several days of sick leave. Also, there have been no reported cases of occupational illnesses.

| Absentee Rate (AR) | | | |
|-------------------------|-----------------------|-----------|-------|
| 2019 | | Employees | |
| Company | Region | MEN | WOMEN |
| Quest Holdings | GREECE (ATTICA) | 0.3% | 0.0% |
| Info Quest Technologies | GREECE (ATTICA) | 0.9% | 1.3% |
| | GREECE (THESSALONIKI) | 3.3% | 3.1% |
| Uni Systems | GREECE (ATTICA) | 0.7% | 1.8% |
| iSquare | GREECE (ATTICA) | 0.2% | 1.7% |
| ACS Postal services | GREECE (ATTICA) | 1.3% | 1.1% |
| | GREECE (THESSALONIKI) | 0.7% | 1.3% |

| GOALS 2019 | RESULT 2019 | GOALS 2020 |
|--|-------------------|--|
| Zero occupational accidents / occupational diseases. | 100% achievement. | Zero occupational accidents / occupational diseases. Average 10% of staff who telework (based on requirements of legislation due to the pandemic and object of work). |

Providing continuing education, certification and employee development



How we handle it

The training and development of the employees is a key priority for the Quest Group and part of our culture. We have a special Employee Training and Development department, which in a structured and organized way, designs and implements at all companies, a wide training program for all grade levels of employees. Employees are urged to participate in these programs, to improve their knowledge, skills, and work attitude. In addition, the Group also facilitates employees who want to attend a certain training program of their choice and at their own initiative.

Our integrated approach to the development of employees - and given the nature of our activities, which to a great extent is labor-intensive and of high quality of Human Resources - contributes substantially to the increase of competitiveness, productivity and achievement of its objectives. In addition, it ensures the best service and transfer of know-how to customers and the retention of high-potential individuals in the Group. At the same time, it provides workers with knowledge and skills to help them meet the new demands and challenges of work in the modern globalized, digital world, and to equip themselves for their future development.

Development and Training Policy

The Group has established the Development and Training Policy in order to determine the way in which the members approach the training procedure. The implementation of Policy procedures is part of the Procedures and Policies System of Group members.

The Human Resource Development plan is implemented across the Group, covering areas such as the Development of Administrative Skills, the Creation of Corporate Culture and training in specialized Technical & Business Areas. The objectives of the Organization's Education & Development department are to develop and empower the employees of the Group with those values, attitudes and competencies that are required to successfully respond to the strategic objectives of the Organization and to utilize HR systems and procedures for the sustained enhancing of a high-performance culture, with emphasis on meritocracy and cooperation.

The training and development program of Group employees include:



- Management skills development
- Technical and Professional Training
- Specialized training and certification programs based on recognized needs.
- Specialized program for High Potential employees in the Group.

The program is a synthesis of actions aimed at developing and / or further enhancing leadership, strategic thinking and organizational sensitivity.

Talent Management

A strategic priority for the Quest Group is the implementation of the Talent Management program, with Talent Development main focus, to preserve talent (High Performers and High Potentials) and Talent Attraction in the Organization to identify and recruit new talents.

The Program continued in 2019, as well. The program involved 97 employees who in 2018 were identified as High Performers and High Potentials through a specific process and constitute the talent pool of the Quest Group. For talents, a development program has been designed and will be repeated every two years.

MIND THE CODE / talent attraction program

In September 2019, the Mind the <Code> scholarship program for the Group was implemented for the first time. The program, which was carried out with the support of the Coding School, aimed to provide young people with up-to-date and relevant knowledge about

java & .NET programming technologies and at the same time to enable them to work in the companies of the Info Quest Technologies Group, Uni Systems, Cardlink and ACS.

The program is part of the "Quest Forward" initiative of the Quest Group, which aims to empower young people with skills and knowledge, which will help them grow and evolve and in retaining talented workers in the Greek market.

Continuing Education

Mini MBA

The Mini MBA program takes place every two years. It was designed by ALBA, exclusively for the needs of the Group with the aim of upgrading the quality of the employees by providing them with the necessary knowledge for the new business environment and developing a broader strategic vision. Selected employees are trained every two years on subjects such as change management,

innovation, strategy planning, economics, management, marketing, etc. and gain knowledge that add value to themselves and to the Organization.

e-Learning Programs

Utilizing the many available specialized online training programs, in 2019, employees were given the opportunity to attend online courses using international e-Learning platforms, such as LinkedIn Learning, Pluralsight and Udemy.

Storytelling and Presentation Skills Training Seminar

In 2019, a storytelling course was designed and implemented for the needs of Top Management. At the same time, a similar program was designed for the Directors, which started to be implemented in 2019 and will be completed in 2020. A similar course will be held for all Group managers in 2020.

Training in the principles of Sustainable Development

In 2019, a 5-hour training was held for the Management Teams of the companies Info Quest Technologies, Uni Systems, iSquare and ACS on the issues of Sustainable Development.

Technical and Professional Training

The technical trainings are carried out in each company according to their respective needs. The HR Training and Development Department of the Group undertakes to plan and coordinate the training and development programs related to soft skills and leadership, and the mini MBA programs. However, for the programs to take place, it is necessary to ensure cooperation with the HR managers of the Group's members. The responsibility for the development of technical and professional skills is borne by the Directors of the departments in cooperation with the HR departments of each company.

Group Culture - Boosting Teamwork

Team Building Event

In the autumn of 2019, the Group Building Event of the Group was held in Loutraki, in order to strengthen team spirit and develop a single culture. The agenda included activities in nature and a boat trip on the Corinth Canal.

Group portal "HereWeAre"

In order to communicate the Group's Values and Principles on a continuous basis, as well as the emergence of individual or corporate initiatives, the strengthening of relationships and the creation of a unified culture, the Group has the specialized Portal "HereWeAre".

"Living our Values" Program

The Quest Group is particularly interested in spreading and cultivating the Principles and Values according to which it operates.

Shared values define the operating framework and the relationships and behaviors that lead to common understanding and attitudes, thereby facilitating cooperation, development and mutual benefits. In this context, the Human Resources Development has developed and implemented the "Living Our Values" program in order to reveal the common values of employees working in different Group members and to establish in an experiential way these values as a rule of action in everyday work.

During the years 2014-2018, the "Living Our Values" program has been attended by more than 900 employees, from all the companies of the Group.

The program was redesigned in 2019 for re-implementation in the 2020-2022 period.

Evaluation of Human Resources

The procedure of evaluating human resources is a fundamental procedure of employee development. It is held once a year when the employees and their supervisors complete a form accompanied by relevant comments and a personal interview is held to make a review of the year and to agree on the individual goals of each employee for the following year and the areas that can be improved. It should be noted that the evaluation procedure is carried out for all Group employees (100%), who are informed about their performance and development by their supervisors.

Administration Rating / Bottom up Rating and 360° degrees Rating

The Bottom up survey concerns the assessment of Managers and Supervisors by the subordinate employees, while the 360°-degree survey includes the assessment of Directors and allows the collection of a wide range of comments and information on their behavior and performance not only from their superior officer and the colleagues of the same level, but also from themselves and their subordinates. Its nature is related to development, as it allows managers to understand what is the impact of their behavior on their subordinates. Bottom Up & 360° surveys are conducted on a two-year basis and will be re-conducted in 2020.

Human Resources Management Systems

The support of the Training and Development Department is implemented with systems that combine employee data with organizational structures and help promote high performance and optimize employee development.

In 2019, the Human Resources system "Orion" was further configured to implement more self-service capabilities for basic functions of the human resources department.

Our performance / Our goals

| | 2018 | 2019 |
|---|----------|----------------------|
| Total training man-hours (Group total) | 13,711 | 28,303 |
| Average training hours per employee (Group total) | 8.57 | 16.99 |
| Training Expenditure (Group total) | €350,000 | € 495,659 (+ 42%) |
| Total training man-hours (companies accounted for) | 9,775 | 24,911 |
| Average training man-hours per employee (companies accounted for) | 6.88 | 16.82 |
| Training Expenditure (companies accounted for) | €294,641 | €423,982 (+ 44%) |

Regular Assessment

100% of employees, regardless of position or gender, are regularly evaluated every year.

e-Learning

In 2019, 1,539 hours of linkedin e-learning and 2,102 hours of technical e-learning (Pluralsight and Udemy) took place.

Quest Mini MBA

In 2019, the 4th cycle of Quest Mini MBA was completed, in which 37 people participated and lasted 136 hours.

Talent Attraction program / Mind the <Code>

Twenty-seven scholarship holders participated in the program.

Talent Development Program

In 2019, 320 hours of training were held for the 97 High Potentials. More specifically:

- 3 Leadership Programs in collaboration with an external supplier.
- Leadership Series in collaboration with Alba.
- Coaching in cooperation with an external supplier.
- Creating personal development plans.
- Learning Paths through the LinkedIn platform.

Team Building Event

The program lasted 8 hours and 43 participations in Directors and CEOs from all the companies in the Group.

Employee training based on remuneration

| | Avr training hours for the 10% of employees with the highest total remuneration | Avr training hours for the 90% of employees with the lowest total remuneration |
|-----------------------------|---|--|
| QUEST GROUP (all companies) | 31 | 14 |

GOALS 2020

- 15% increase in people using electronic platforms.
- 15% increase in completed courses - completed videos through online platforms.
- 15% increase in the average training hours per person on electronic platforms.
- 100% of employees continue to receive systematic evaluation.
- Selection of employees who will participate in the 5th cycle of the Quest Mini MBA that will take place in 2021.

Contribution to the Society



Quest Group and its Companies, having as a starting point, that a company is prosperous when the society in which it operates is prosperous and taking into account the conditions of the country in the last decade, implement focused social actions within Greece

aiming at the upgrading of the quality of life and the transition of the country into the digital age.



The actions focus on:

- Strengthening young and new entrepreneurship, using the new technologies that drive innovation.
- Enhancing quality education, using modern digital tools.
- Combating poverty, hunger and social inequalities, in cooperation with valid non-profit organizations.

Developing youth entrepreneurship

IQbility / Young Entrepreneurship Incubator

We have set up a new business incubator, IQbility, starting in 2013 having as a goal:

- the development of youth entrepreneurship
- the channeling of Greek Value Added into international markets
- the emergence of new talented people
- the promotion of Greek innovation and competitiveness
- exploiting the experience and potential of the Group's human resources
- the corporate contribution to society and the labor market
- the effort to reduce the leakage of intellectual capital

IQbility's task is to support business start-ups in their infancy by providing selected business groups with resources, facilities and the know-how that can assist them in succeeding in the global markets. IQbility also helps with the fast entering in the global markets, by the cooperation with Quest Group companies and associates-consultants and angel investors. Moreover, it covers accounting and legal services, complete office infrastructure, cloud hosting, workstations and various types of technical infrastructure.

Besides promoting the entrepreneurial groups, the contribution of the IQbility program is essential not only for Sustainable Development of the Greek market and society, but also for the purpose of promoting Greek know-how and materialized innovation at an international level. In essence, IQbility is the only private initiative taken by a Greek company that, through a systematic process, discovers, selects and participates in the share capital of Greek start-ups.

In constant cooperation with internationally recognized IT companies (Microsoft, Rackspace, HP, IBM - SoftLayer), IQbility offers to start-up companies free service packages to support them in their first steps. The contribution of specialized experienced executive officers and entrepreneurs of the domestic and international environment is also important, as they dedicate some of their time to mentor and coach them.

The companies that have been supported by the IQbility program have created up until now more than 200 highly specialized jobs (see below). Furthermore, it should be mentioned that we work with other institutions of the start-ups ecosystem, including the Innovation Unit of the National Technical University of Athens, with the foundation platform, as well as with other incubators in order to exchange resources and expertise.

| IQbility | | |
|------------------------|------|-----|
| | 2013 | 106 |
| Number of applications | 2014 | 80 |
| | 2015 | 85 |
| | 2016 | 82 |

IQbility

| | | |
|---|-------|--------------------------------------|
| | 2013 | 35 |
| Groups interviewed | 2014 | 26 |
| | 2015 | 30 |
| | 2016 | 32 |
| | <hr/> | |
| Groups shortlisted | 2013 | 6 |
| | 2014 | 8 |
| | 2015 | 5 |
| | 2016 | 11 |
| <hr/> | | |
| Startups supported | 2013 | Offerial, Captainwise, Pollfish |
| | 2014 | Mist.io, e-nios, PanelSensor |
| | 2015 | Allcancode |
| | 2016 | Reembed, Accusonus, Roadcube, Blendo |
| | 2018 | Flexfin, Novoville |
| <hr/> | | |
| Hours spent by the Quest Group executives | 2013 | 2,432 |
| | 2014 | 2,450 |
| | 2015 | 2,470 |
| | 2016 | 2,100 |
| | 2017 | 2,100 |
| | 2018 | 2,100 |
| | 2019 | 2,100 |
| <hr/> | | |
| Time spent by external mentors | 2013 | 152 |
| | 2014 | 144 |
| | 2015 | 160 |
| | 2016 | 150 |
| | 2017 | 145 |
| | 2018 | 150 |
| 2019 | 150 | |

Support for Startups groups

PanelSensor - An ideal application for event organizers that facilitates interaction with the audience and offers a number of statistics and metrics, as well as a modern tool to measure sponsorship ROI.

Mist.io - It assists system administrators and developers in simplifying management and monitoring of their servers, in reducing in a drastic way their response time and increasing the service uptime.

e-Nios - A computing platform that offers automated mass analysis of complex genetic data by using advanced methods of computational intelligence, for the development of new diagnostic tools and individualized therapy.

Pollfish - Online service that offers to anyone the opportunity to carry out in an easy and quick way research in the form of questionnaires, without having to find themselves the people who will answer the research questions.

Allcancode - Learning programming for children 6 to 12 years old through the development of an educational system based on an electronic adventure game.

ReEmbed - Software that enables viewing video content and ads online.

Accusonus - A company that develops software for the music industry based on artificial intelligence algorithms.

Roadcube - An application for the purchase of products and services designed for drivers, which also allows payment by mobile phone

Blendo - An application that helps extract, manage and download data from e-shops and websites in the form of Software as a Service.

Flexfin - New Generation Electronic Banking Services.

Novoville - Connecting citizens and local authorities through easy-to-use application.

Since its launch in 2013, IQbility has supported 32 teams. In 11 groups, which now have international experience, investments were made that led to additional raising of funds of more than € 20 million.

At the same time, executives and external associates have more than 2,200 hours per year for mentoring, while more than 200 specialized jobs were created in the wider Greek market.



6 years of operation
13 teams to date
11 groups with international presence
€20,000,000 total funds raised
> 200 jobs

Young Entrepreneurship Events in which IQbility participated:

IQbility organizes and actively participates in actions that promote youth entrepreneurship and innovation.

By way of example, in 2019:

- It organized 2 meetups- meetings aimed at in-depth information on community start-up issues such as international sales,

growth marketing, fundraising, etc.

- It participated in the 84th TIF (2019) at the Digital Greece Stand (Presentation and Panel).
- It participated in the Deree Business Week.
- It participated in the INVENT ICT demo day event of the first Public and Private Sector Partnership incubator in Greece.

Strengthening quality education

The importance of quality education as a springboard for Sustainable Development has been recognized since we started carrying out business. With this in mind, the Quest Group implements a set of ongoing qualitative and targeted actions in relation to the Technology and Education interconnection, which upgrades the quality of the educational process in all levels of education.

“Assembling the Quest PC” program

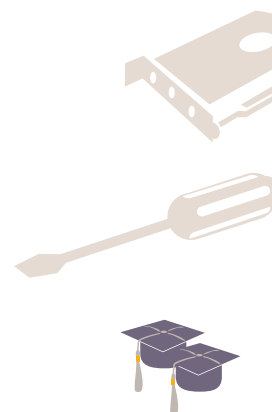
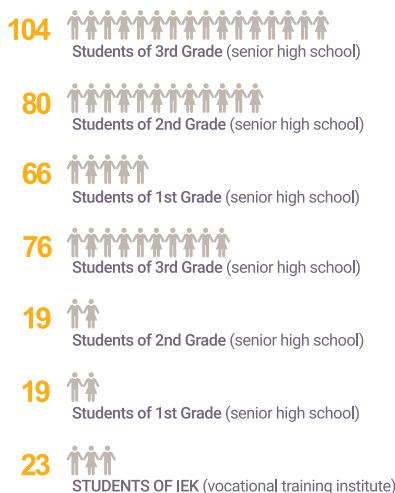
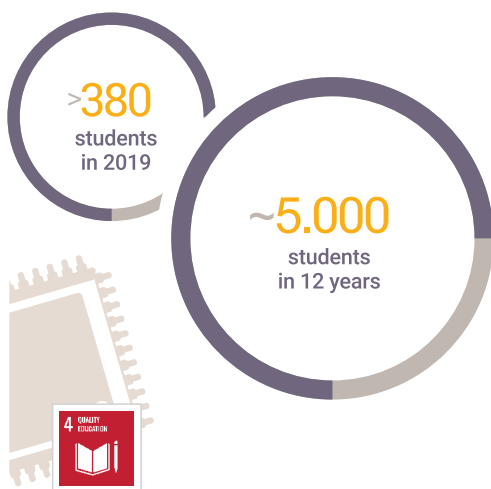
An educational program, unique in Greece, that offers to public and private school students tours to the premises of production and distribution of the desktop Quest PC has been implemented systematically by Info Quest Technologies in the last 16 years. The objective of the “Assembling the Quest PC” program is to offer a substantial experience to junior high and senior high school students, in the context of educational visits chosen by each school, by familiarizing them with the production of computers, presenting the modern trends in the technology industry and by introducing them to a structured company environment and to the executive officers with experience and ability to transmit their knowledge and encourage innovation.

helps to transmit up-to-date and substantive knowledge to the students and shows the value and the importance of IT. It should be also noted that the “Assembling the Quest PC” program allows to promote to the students the virtues of entrepreneurship, quality of work, adaptability, expertise and commitment, so as to establish the foundations for further development of youth entrepreneurship. Within the framework of the program, and in consultation with supervisors, the organization, jobs, knowledge and skills required at each post in the company are presented and ideas of career guidance are transferred to students.

In 2019, more than 380 students from 19 schools in Attica participated in the “Assembling the Quest PC” action.

A central benefit of the program is the easier teaching of IT in the classroom; Info Quest Technologies works together with IT teachers,

ASSEMBLING THE PC



iSquare: "Innovation in Education" Program

Quest Group implements the "Innovation in Education" action aiming, inter alia, to insert Digital Technology in teaching, to create and enrich the teaching content and to enable teaching of programming code in schools, while it seeks to work with all educational institutions that wish to upgrade and enrich education. The action takes into account the UNESCO directive, according to which the use of mobile computing devices should be encouraged and promoted in a growing number of educational structures, with the view to have their use officially accepted in more and more parts of the world.

involved in the educational process to use in an efficient way and utilize the educational applications in the best possible way. The group of teachers has chosen and evaluated the best and the most appropriate applications for the Greek education system. Edupad transforms learning into a pleasant game, enriches the education process and facilitates the teachers' work. The specialized website was used by more than 1,400 new users in 2019 and was viewed more than 1,700 times.

iPad 1-1 / UNESCO - digital technology in education

Digitizing Textbooks (2015-2019)

iSquare, aware of the benefits of using the iPad as an educational tool, has been introducing it to school classes in recent years, with the ultimate goal of one iPad per student, the so-called "Pad 1-1" program. In 2016-2017 it conducted a research study in collaboration with the Computer Supported Learning Engineering Lab (CoSyLLab) of the Digital Systems Department of the University of Piraeus with regard to the results of iPad use by students. The study's conclusions were recorded in the form of a user-friendly guidebook and aim to be a springboard for the fruitful utilization of the iPad in educational reality. A total of 5,000 students from 17 schools in Greece and 6 schools in Cyprus participate in a creative and interactive learning process through iPad 1-1. In 2019, 1 school was added in Greece and 2 schools in Cyprus.

In the context of the Innovation in Education program, iSquare worked with a group of teachers and in 2014 digitized the course material of main courses taught in primary and secondary school to be run specifically by Apple iOS operating system, so that the students can have access to it not only inside but also outside the class. Since then, the content has been updated on an annual basis, according to the improvements and changes made by the Ministry of Education. Digitized Textbooks renders navigating to the course material pleasant, as it combines the text with images, sounds, videos and applications through which the teaching and learning process becomes friendly and interactive. Students, teachers and parents can download free to their iPad the course material digitized and approved by the Ministry of Education by visiting ebooks.edu.gr of the CTI Diophantus service of the Ministry of Education and www.edupad.gr. The digitized educational material, with more than 25 primary school and 17 high school books, is used every day by more than 35 schools all over Greece, through the Apple Ecosystem.

Edupad / Using Digital Tools in the School Environment

Seminars for teachers

The www.edupad.gr derived from the cooperation between iSquare and a group of teachers selected for their special knowledge and experience in using digital tools at school. This is a set of educational applications and digitized books classified by type, level of education and field of knowledge, which are easily accessible to the students, parents and teachers of any education level, from Kindergarten to High School. The purpose of www.edupad.gr is to help everyone

iSquare in the framework of the "Innovation in Education" program regularly organizes training sessions on the introduction and use of innovative teaching methods and applications utilizing the educational ecosystem of Apple.

In 2019, iSquare continued to transfer know-how to the educational community in Greece and Cyprus through seminars, workshops and presentations.

Every two years in recent years, iSquare has been organizing a great open meeting for the entire educational community. Speakers from Apple, Greek scientists, as well as teachers, through seminars and workshops, will present the modern trends in utilizing technology in the teaching process as well as the conclusions from their application to date. The conference was held in 2018 and is rescheduled to be held in 2020.

Mind the <Code> - Scholarship Program for learning the Code

The Quest Group designed and implemented the "Mind the <code>" scholarship program, which focuses on the systematic teaching of

two widely used programming languages to young people, connects the educational community with the labor market, enhances the knowledge of future employees and offers work on some of them.

The Quest Group has sent an open invitation to graduates and graduates of the Schools of Informatics and Sciences to be intensively trained in Java and .NET programming technologies with the prospect of working in the companies of the Quest Group. The 410 applicants who then applied were evaluated with specific methodology, criteria and systems by experienced executives of the HR Directorates of the Quest Group and after the evaluation, 27 young people, with a passion for programming, were chosen to attend.

The educational process, which started on October 12 and ended on December 15, 2019, included:

- Intensive 120-hour training in Java and .NET programming languages by experienced professionals/presenters.
- Teamwork and project presentation by the trainees at the end of the training.
- Suggestions and coaching by senior developers/architects, working on large projects of the Quest Group in Greece and Europe.
- Certificate of Attendance and specialized training upon successful completion of the educational process.

Upon completion of the training part and based on their performance, 15 of them accepted a proposal to be immediately hired in the companies of the Quest Group. A particularly important part of the program, implemented with the support of the Coding School | kariera.gr, is the active participation of executives from the technical departments of the Group, with significant experience in the implementation of projects in the formation of educational content, as well as in the implementation of the program by participating in workshops, presentations and mentoring sessions.

The "Mind the <code>" scholarship program is part of the "Quest Forward" initiative of the Group, a broader initiative implemented in multiple axes with many actions, which aims to empower young people with digital knowledge and retain talented workers in the Greek market for the benefit of the entire Greek society.

Support of the National Cyber Security Team

For the third consecutive year, Info Quest Technologies and Uni Systems have supported as sponsors of the mission of the National Cyber Security Team in the final of the major pan-European Cyber Security Challenge 2019, covering part of the costs of the mission in Bucharest. The 10-member group is supported by the University of Piraeus and aims to develop know-how and competencies among young people in the highly current cybersecurity field.

Support of National Youth Informatics Team

For another year, Info Quest Technologies and Uni Systems supported the mission of the National Youth Informatics Team, covering part of the expense of the mission and making it possible to participate in the European Youth Informatics Olympics held in Maribor of Slovenia.

The members of the National Youth Informatics Team are selected through the Panhellenic IT Competitions organized by the Hellenic

Society of Scientists and Professionals of Informatics under the auspice of the Ministry of Education and they represent our country both in the Informatics Olympiad and in international competitions, having achieved significant distinctions.

Entrepreneurship and Career Panorama

The companies Info Quest Technologies, Uni Systems and iSquare sponsored the "9th Entrepreneurship and Career Panorama", actively contributing to the very important initiative of connecting the business with the educational community. The Multi-Conference, which is the largest similar event in our country, was organized by the Athens University of Economics and Business and its honorary sector was Information Technology. As part of the initiative, the companies organized a Business Day, presenting to the interested students the operation and the challenges faced by the modern companies, but also the knowledge and skills that they are looking for in their new associates.

Economia Student Contest/Scholarships

Aiming to encourage students in their learning and critical thinking, Info Quest Technologies was the sponsor of the Student Economia Contest in 2019.

Moreover, rewarding entry to Tertiary Education and dedication to learning, iSquare and ACS granted two scholarships to the undergraduate students of the Department of Banking and Financial Management of the University of Piraeus, as a reward for having been admitted to study to Higher Education.

Supporting the educational activities of the "PYRNA" organization

Since 2013, ACS has been also supporting the award-winning children's reading program BOOKS ON WHEELS®, which is

implemented by the non-profit cultural company PYRNA. More detailed information is given in the section on ACS.

Donations of IT equipment

Responding to requests from primary and secondary public schools for the strengthening of IT infrastructure, Info Quest Technologies and Uni Systems offered IT equipment to facilitate their educational and administrative work.

Students Intership

Linking quality education to full-time employment, the Group companies work closely with Higher Education Institutions and offer students the opportunity to practice. The students can benefit not only by broadening their knowledge, but also by having the opportunity to gradually enter the work market and gain work experience. Sometimes it is likely that the cooperation between the student and the company is extended after the end of the traineeship. During 2019, 2 students completed a traineeship at Info Quest Technologies, 3 at Uni Systems and 1 at ACS.

Road Safety Promotion

ACS assisted the Hellenic Institute of Research and Training for Road Safety and the Prevention and Reduction of road accidents "Panos Mylonas" in sending printed promotional material for the nationwide "European Night without accidents" initiative. More detailed information is given in the section on ACS.

Protection of Cultural Heritage

The association "Diazoma" was founded with the goal to protect and promote the country's ancient monuments, mainly ancient Greek theatres. In order to contribute to its very important work, iSquare financially supported the organization.

The Hellenic Society for the Environment and Culture was founded in 1972 with the aim of protecting the architectural heritage and nature. In order to contribute to its very important work, ACS financially supported the organization. More detailed information is given in the section on ACS.

Fighting poverty, hunger and inequalities

Group employees work with NGOs and other agencies, helping to eliminate social exclusion and inequalities by boosting the livelihoods and welfare opportunities of less favored social groups.

Organization "The Smile of the Child"

Quest Group companies have long supported the work of "The Smile of the Child", recognizing its benefits to society and its concerted

efforts to promote children's well-being by addressing the problems that threaten their livelihood.

In 2019, nearly all companies in the Quest Group contributed to the Organization's work by providing equipment, services and product purchases.

Sponsorship offer to the organization "The Smile of the Child" as moral support to the employees - runners of the Quest Group

| | | | | |
|-------------|--------------------------------------|---|---|--|
| 2015 | 1 | 4 | 1 | 1 |
| | Network equipment D-LINK DNS-1560-04 | Hard Drive WD SATA3 4TB 64MB Red (WD40EFRX) | HP Color LaserJet Pro MFP M177fw Printer CZ165A | D3300 Nikon Camera Kit with Flashlight 18-55VR |

| | | | |
|------------------------------|--------------------------------|-------------------------|----------------------------|
| 2 | 4 | 1 | 4 |
| Kingston micro SDHC 32GB CL2 | Mounting TV One For All WM2610 | Webcam Logitech HD C920 | HDMI Konig Cables v1.4 10m |

2016 900 invitations were sent for the anniversary event of 21 years of supporting children in Greece.

2017 7,326 Shipments weighing more than 12 tons, to meet annual current needs.

2018 13 Quest Computers for Updating Technological Infrastructures.

2019

- Platinum sponsorship to the organization's 24-hour Fund Raising Marathon Gaming 2019.
- Sponsorship of IoT equipment for "Odysseus", the mobile training and information unit of the Organization.

As systematically done by ACS each year, in 2019 it offered the Organization 14,708 shipments of more than 32 tons with a favorable pricing policy. More detailed information is given in the section on ACS.

Athens Municipality Reception and Solidarity Center (KYADA)

The Athens Municipality Reception and Solidarity Center (KYADA) offers sustainable solutions to housing, feeding and health problems and rehabilitation issues as regards homeless people that live in the city and also supports families that face serious problems in their everyday life. The programs for the support of vulnerable groups of people are planned and implemented by the Social Service of

KYADA. In 2019 and for the 9th consecutive year, employees of the Quest Group companies gathered and offered voluntarily food of a total weight of 1 ton, which corresponds to feeding packages for 250 four-member families, as well as clothing, footwear, toys and baby supplies for those in need.

| Contribution to KYADA | | | | | | | | | | | | | | | | | |
|--|------|------|------------------------------------|------|------|---------------------|------|------|-------------------|------|------|----------------|------|------|---------------------------------|------|------|
| 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| Families supported (according to KYADA data) | | | Food Packages of long-term storage | | | Other Food Packages | | | Clothing Packages | | | Pairs of Shoes | | | Medicines and medical equipment | | |
| 450 | 200 | 250 | 2.612 | 793 | 944 | 718 | 516 | 307 | 45 | 38 | 44 | 161 | 226 | 405 | 55 | 348 | 39 |

Donations of IT equipment

As every year, Info Quest Technologies donated equipment to the Hellenic Children’s Museum, thus supporting the attraction of

resources. In addition, it donated equipment to the Nous4Health NGO, which is active in raising awareness on childhood diabetes.

Strengthening health structures

Recognizing the prime importance of health for all, Quest Group companies and their employees foster prosperity and support health structures for the benefit of society.

and are entitled to receive blood in case of emergency by the Blood Bank in cooperation with Amalia Fleming Hospital.

Voluntary Blood Donation

Quest Group members organized voluntary blood donation at the central work buildings, facilitating employees who wish to give blood

| | 2017 | 2018 | 2019 |
|--|------|------|------|
| Units of blood collected / Total QUEST Group | 86 | 73 | 105 |
| Units of blood used / Total QUEST Group | 44 | 39 | 37 |

“Mitera” Child Protection Center of Attica

Starting with the Uni Systems employee initiative and the voluntary participation of employees of iSquare, a Charity Bazaar was organized for the 10th consecutive year, where workers prepared salty and sweet dishes, which they offered for a symbolic fee, and the revenue was spent on creative childcare in Institutions . In 2019, the Charity Bazaar was also hosted in a second building of the Group, on the voluntary initiative of Info Quest Technologies employees. With more volunteers and more participants in the action, the money raised will be used in 2020 to cover the costs of a social worker and educator who will provide a five-day afternoon job to children aged 0-5 hosted by the Foundation Mitera. The children in this way come out of their rooms, socialize, and de-institutionalize, with the ultimate aim of facilitating access to adoption programs.

ACS supports the Foundation’s work by offering a favorable pricing policy and courier services to the “Make a Wish” program, while Info Quest Technologies offered technology equipment to improve the Foundation’s workflow.

Givmed

Detailed information is provided in the section on ACS.

Support for “We Can”

“We Can” is a civil nonprofit organization that aims to reduce food waste and fight malnutrition across Greece.

Uni Systems, strengthening its organization, is officially a member of the Food Rescue and Supply Network. For 2018, more than 70 servings of over-eating meals were offered from events to our fellow citizens who are in financial poverty

“Make a Wish” Foundation

By giving strength to children with life-threatening medical conditions, the “Make a Wish” Foundation responds to these children’s needs.

GOALS 2020

- Continuation of successful social contribution actions.
- Participation in social contribution actions to address the impact of the COVID-19 pandemic on the wider society.

Quest Group

Environment

The background features several overlapping circles in various shades of purple and grey. A large, light grey circle is positioned in the upper right quadrant. A medium-sized, medium purple circle is located in the lower left quadrant. A smaller, light grey circle is centered within the medium purple circle. The overall aesthetic is minimalist and modern.

ENVIRONMENTAL ISSUES

The Quest Group is aware of its environmental responsibility and systematically adapts business practice to environmental and resource conservation needs. At the same time, it ensures that the commercial operation of the companies impacts the natural environment to the minimum extent possible and that it complies with Greek environmental legislation. The environmental principles adopted by the Group and its Companies, based on the Paris Climate Change Accord, reflect the commitments it has made to protect the environment in relation to the operation of its Companies.

The Group has an Environmental Policy that gives precise guidance to companies for the above-mentioned areas / actions. Info Quest Technologies, Uni Systems and ACS apply an integrated

environmental management system, which was certified in accordance with the ISO 14001:2015 standard.

This system achieves measurable results in the areas of sustainable development for responsible consumption, climate protection and health improvement. Additionally, the Group's companies aim at the sustainable production and consumption of their products, so as not to threaten public health and the environment.

The Group systematically monitors and undertakes actions to improve overall environmental footprint, with particular emphasis on reducing electricity consumption, systematic recycling of materials and reducing transport pollutants for ACS. More information is available in the section on ACS.



Reducing energy consumption and greenhouse gas emissions

How we handle it

Our commitment to reducing energy consumption extends beyond conformity with any regulation. We systematically implement actions to upgrade and improve the building and technological infrastructure. Examples include the replacement of light bulbs with new LED ones, the replacement of old energy consuming devices, the installation of automatic start /stop systems with the use of sensors to reduce unnecessary electricity consumption in main and auxiliary spaces, etc.

We have set goals to continuously reduce electricity consumption in all its buildings. Given the significant increase in turnover and with the aim of optimizing data representation and monitoring, the annual energy intensity of the Quest Group (kWh/m²) / € million turnover & equivalent of thousands of tonnes of CO₂ per year in the Quest Group (kt CO₂) / € million turnover, is being monitored from 2018.

Our Performance / Our Goals

| Energy consumption | 2016 | 2017 | 2018 | 2019 |
|---|-------|-------|-------|-------|
| Electricity Consumption (MWh) | 7,415 | 7,468 | 7,442 | 7,549 |
| Group Turnover (€ million) | 388.2 | 436.5 | 497.7 | 600.3 |
| Annual energy intensity of Group Quest (kWh/m ²)* | 143 | 136 | 148 | 150 |
| Equivalent to thousands of tonnes of CO ₂ per year in the Quest Group (kt CO ₂)* | 8.30 | 7.62 | 7.59 | 7.70 |
| Annual energy intensity in the Quest Group (kWh / m ²) / € million turnover | 0.37 | 0.31 | 0.30 | 0.25 |
| Equivalent of thousands of tonnes of CO ₂ , per year to the Quest Group (kt CO ₂) / € million turnover | 0.021 | 0.017 | 0.015 | 0.013 |

* There is a small increase, compared to 2018, due to the integration of new sites of Cardlink and ACS as well as due to the wider increase in business activity.

** There is a small increase, compared to 2018, due to the integration of new areas of Cardlink and ACS, as well as due to the wider increase in business activity.

Please note that the CO₂ equivalent we disclose is derived from the data we obtained from the electricity supplier.

The above do does not include data from iStorm and Mi Store retail stores.

Photovoltaic Systems

We have also installed photovoltaic panels on the roofs of two buildings of 190 kW capacity to produce green energy offsets. Photovoltaic plants in 2019 produced 275,000 kWh of electricity, which

accounts for 20% of the energy consumed by the two buildings. The calculation took account of the relevant company documents and the CO₂ conversion indicators of the international literature.

| GOAL 2019 | RESULTS 2019 | GOALS 2020 |
|---|-------------------|--|
| The annual energy intensity (kWh/m ²) / € million turnover and the equivalent of thousands of tonnes of CO ₂ per year (kt CO ₂) / € million turnover to remain stable at the level of 2018, i.e. 0.30 and 0.015, respectively. | 100% achievement. | The annual energy intensity (kWh/m ²) / € million turnover and the equivalent of thousands of tonnes of CO ₂ per year (kt CO ₂) / € million turnover to remain stable at the level of 2019, i.e. 0.30 and 0.015, respectively. Collection and monitoring of further data according to the relevant GRI & ESG indicators. |

Adoption of recycling practices

The Group promotes the systematic cultivation of the idea of respect for the environment and recycling in its employees. One of our efforts to protect environment is to recycle the materials produced by the activity of our companies.

The Quest Group has for many years concluded contracts with the licensed device and packaging recycling systems operating in the country.

The Group operates programs for the collection and recycling of paper, batteries, tires, lubricants and lamps, taking care to inform and encourage its employees to participate actively. The recycling process involves collecting and disposing of the devices via licensed recycling companies for their subsequent reintegration

into production. Product packaging is also collected and recycled, significantly reducing the burden on the environment.

In the context of the Group’s Environmental Management Policy, we developed the Standard Recycling Procedure in order to coordinate the companies with regard to the way of collection and disposal of recyclables, to improve their performance and to establish a performance documentation and measuring system.

According to this procedure, the materials are collected by each company and are transferred to central collection points, from where the recovery companies collect them.

These companies are selected based on strict criteria and they are required:

- To have a license by the state as recycling companies in order to ensure full recovery of the materials and protection of the environment.
- To have gained credibility in the market, with financial data that prove their sustainability. To ascertain the above, the company’s competent department carries out relevant research.

To forward the materials to the recycling plants, we worked with the following companies: Appliances Recycling S.A., Photocycling S.A.,

Ecoelastica, AFIS, PERME HELLAS SA, Safetykleen, Laskaridis Metal Scrap, Papaemanouil Minerals / Accumulators, Chountasis Mineral Oils.

| Recyclable materials collected | | | | | | | | | | | | | | | | | | | | |
|--------------------------------|--------|---------|--------------|-------|-------|----------------|------|------|--------------|------|------|---------------------|-------|------|-----------------|----------|-------|--------------------|------|-------|
| 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 | 2017 | 2018 | 2019 |
| PAPER (kg) | | | DEVICES (kg) | | | BATTERIES (kg) | | | LAMPS (pcs.) | | | ACCUMULATORS (pcs.) | | | LUBRICANTS (lt) | | | SCRAP TIRES (pcs.) | | |
| 57,640 | 48,852 | 121,577 | 26,440 | 6,513 | 9,003 | 108 | 137 | 178 | 0 | 580 | 325 | 400 | 1,305 | 175 | 450 | 1,994.50 | 1,248 | 250 | 684 | 1,200 |

Remarks:

1. The increase in paper recycling is due to the significant increase in packaging materials at the Logistics Center.
2. The increase in tires is due to planned replacements in ACS vehicles.
3. The Group is exploring ways to recycle the toners it uses, as there are no longer companies in Greece providing this service.

Rainwater Collection System

The operation of the rainwater collection system continued with success in one of the Group's buildings and its utilization for watering, thus reducing the water consumption needs from the city network.

It is noted that none of the Group's companies use intensive water resources for its operation.

Reduction of plastic materials

Recognizing the urgent need for initiatives at all levels, Info Quest Technologies, Uni Systems & iSquare, has moved from 2018 to replace disposable plastic products such as glasses, straws, shakers, biodegradable / eco-friendly products.

At the same time, they launched an employee alert campaign and mobilization towards a more eco-friendly lifestyle, indicating simple ways and ideas that everyone can apply to his everyday life.

"Mediterranean SOS" Network

Detailed information is provided in the section on ACS.

Quest Group

Future Goals



Future Goals of the Quest Group

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES FACED BY THE QUEST GROUP | PAGE | QUEST GROUP GOALS (2020) |
|--|--|-------|--------------------------|
| Financial Performance / Corporate Governance | | 30/36 | |



- Creating financial value / financial performance of the company
- Ensuring business ethics and regulatory compliance
- Ensuring quality, infrastructure security, data protection and operational continuity

- Maintaining at least 80% of the turnover and 70% of the Group's EBT profitability from ongoing activities in relation to the corresponding figures for 2019 (excl. Capital gains & impairments).
- Maintenance of the Group's sales from abroad.
- Implementation of development investments for expansion of activities and infrastructure > € 15 million.
- Expansion of activities in 1-2 new markets (2020 - 2021).
- During 2019 - 2020 the Group implements important initiative, aiming at the enhancement of innovation culture and development of innovative projects within the companies.
- During 2020- 2021 the Group will implement a focused action plan towards this direction.
- Zero incidents of non-compliance with the law .
- Zero Data bridge incidents, which may affect the confidentiality and integrity of Group and Company data and systems and System Availability > 99.9%.

Social 48



- Strengthening employment (e.g. through job creation) and halting brain drain
- Providing timely and competitive remuneration/benefits to employees
- Ensuring the health, safety and well-being of employees
- Providing continuing education, certification and employee development
- Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)

- 15% increase in people using electronic platforms.
- 15% increase in completed courses - completed videos through online platforms.
- 15% increase in the average training hours per person on electronic platforms.
- An average of 10% of staff teleworking after the crisis due to pandemic.
- Improvement by 3 percentage points (5% increase) of the satisfaction rate in meritocracy through the satisfaction survey.

Environment 70



- Reducing energy consumption and greenhouse gas emissions

- The annual energy intensity of the Group (kWh/m²) / € million turnover & the equivalent of thousands of tonnes of CO₂ per year (kt CO₂) / € million turnover to remain stable.

Note: For all Quest Group's goals, please refer to the corresponding chapters of the Report.

Info Quest Technologies

**We connect people
to technology**



Info Quest Technologies at a glance

FINANCIAL PERFORMANCE

39

Years as a market leader

€188.9 m

Turnover 2009
(+21% year over year)

>70%

Turnover increase in 4 years

ICT DISTRIBUTION

>200

Vendors

>2,800

Resellers / B2B clients

MOBILITY / INTERNET OF THINGS

Xiaomi

- Smartphones: #2 in Greek market
- Wearables: #1 in Greek market
- IoT ecosystem: 120% sales increase
- 80% sales increase in 3 years (2017-2019)

CLOUD SERVICES

QuestonCloud.com

- QuestonCloud.com automated platform
- 111% software license sales increase, five times use of cloud infrastructure

E-COMMERCE

you.gr

- E-shop
- 500 categories, 600 brands
- 98% customer satisfaction
- 80% Growth in 3 years

HUMAN RESOURCES

305 employees

- 17 new work positions
- 127 new employees in last 3 years (40% renewal)
- 20% of employees under 30 years old
- 30 training hours per employee

CONTRIBUTION IN SOCIETY*

- Actions for Technology best use in Education
- National Informatics and Cybersecurity teams' support

ENVIRONMENT PROTECTION

Material recycle and reuse programs

* More information is available in section "Contribution to the Society" at Quest Group's section of this report".

About Info Quest Technologies

Info Quest Technologies has been leading the Greek Information Technology market for about 40 years, contributing to the modernization and digital transformation of businesses and consumers. It was founded in 1981 and constantly growing, it evolved to develop the Quest Group of Companies. Today it continues its evolutionary course, as a 100% subsidiary of Quest Holdings SA, by investing dynamically in digital distribution of products and cloud services, e-commerce and mobility / IoT, creating added value for its

partners, customers, suppliers, employees and shareholders. The company is based in Greece, at 25 Al. Pantou Street, 176 76 Kallithea and has branches in Ag. I. Rentis (Logistics Center), Maroussi, Attica (retail store), Thessaloniki (retail store), as well as offices in Thessaloniki. During the second half of 2019, the company expanded its business in the provision of air conditioners. The first positive results of the new activity lay strong foundations and a legacy for further development in the sector.

Our Vision

To maintain our leading position in ICT Sector and excel in the new connected world, through the provision of innovative products and services with value creation.

Our Mission

To accelerate the evolution towards the digital transformation, through our partnerships, our consistent strategy with emphasis on innovation, our continuous investment in technical expertise, our people and our customer-centric philosophy.

Info Quest Technologies is the largest gate for the dissemination of new ICT technologies in the Greek market, combining the provision of a wide range of products and services through multiple alternative sales and support channels. The company also operates in Cyprus, providing product and services according to the contracts it holds with major partners. The company collaborates with more than 200 leading international ICT vendors, including Microsoft, Cisco, IBM, HP, HPE, Apple, Dell, Lenovo, Symantec and Unify, and sells a wide range of private label technology products, Quest computers and the Bitmore product series. At the same time, it operates as an Authorized Service Center of the largest manufacturers, and is amongst others one of the largest Authorized Service Provider for Apple products.

The Company systematically invests in providing Cloud solutions and services. It has developed the Cloud Services automation and distribution platform www.QuestonCloud.com, it collaborates with a number of vendors, and develops services, being the main provider of market development in the new way of using ICT "as a Service" technology.

In the field of mobility and smart-connected devices, it is providing a wide range of product and services. Since 2016, distributes and supports Xiaomi products in the Greek and Cypriot market. Xiaomi is one of the largest and most innovative manufacturers in the world, offering state of the art smartphones and the largest ecosystem of IoT - connected smart devices. Info Quest Technologies also operates

two (2) Mi Stores in Athens and Thessaloniki, which are retail stores exclusively with Xiaomi products.

In the field of e-commerce, it supports the development of the e-shop www.you.gr, contributing to the strengthening of the Group's presence in e-commerce. www.you.gr is currently one of the largest and most reliable purely online stores in the country, with more than 20,000 products in 500 categories from 600 brands.

Info Quest Technologies supplies the whole market with ICT product and services, either directly to selected enterprises or through a network of resellers who address consumers, small enterprises and local markets. The network of partners currently comprises more than 2,500 resellers covering the entire market - Value Added Resellers, Retailers, dealers, etc.

In 2019 more than 28,000 different materials were sold, by more than 200 different manufacturers/firms.

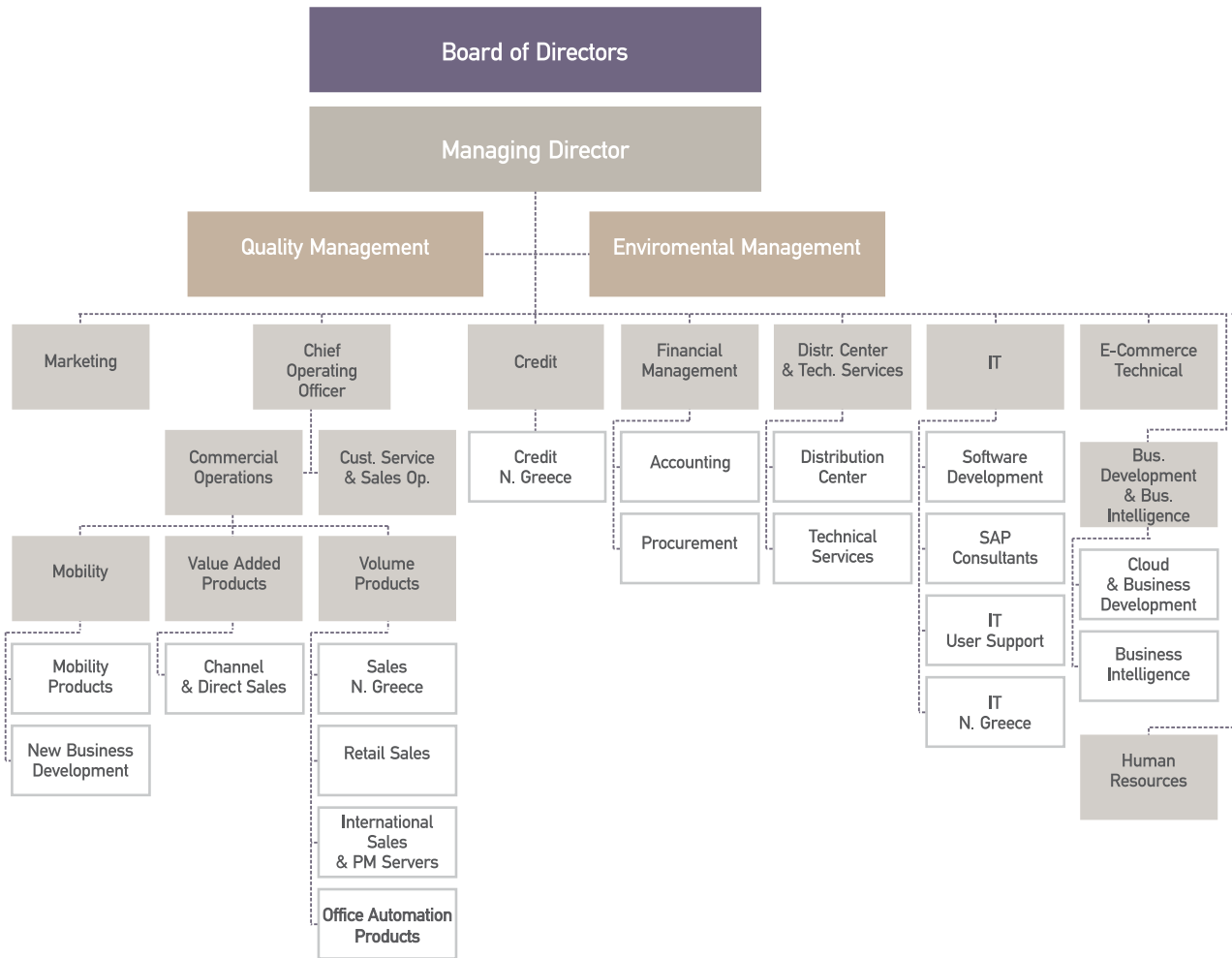
Corporate Governance

Info Quest Technologies is managed based on the Corporate Governance framework set by the Management of the Quest Group, fully adopting the principles, values, Policies and Procedures of the Group. In particular, it evaluates and manages risks and opportunities in accordance with the Group Risk Management Policy and in accordance with the guidelines of the ISO 31000 standard.

Board of Directors

| | | | |
|--------------------------------|---------------------------------------|--------------------------|-----------------------|
| Dimitrios Eforakopoulos | Chairman and Managing Director | Markos Bitsakos | Member |
| Apostolos Georgantzis | Vice-Chairman | Theodoros Frangos | COO and Member |
| Theodoros Fessas | Member | | |

Organization chart



Note: Sustainable Development and Social Responsibility issues are managed by the Sustainability Committee which reports directly to the Managing Director. The Committee acts based on the strategic directions and coordination of the Social Responsibility & Sustainability Committee of the Quest Group.

Info Quest Technologies Awards and Distinctions

In 2019, Info Quest Technologies received important awards, indicating its commitment to innovation and constant improvement.

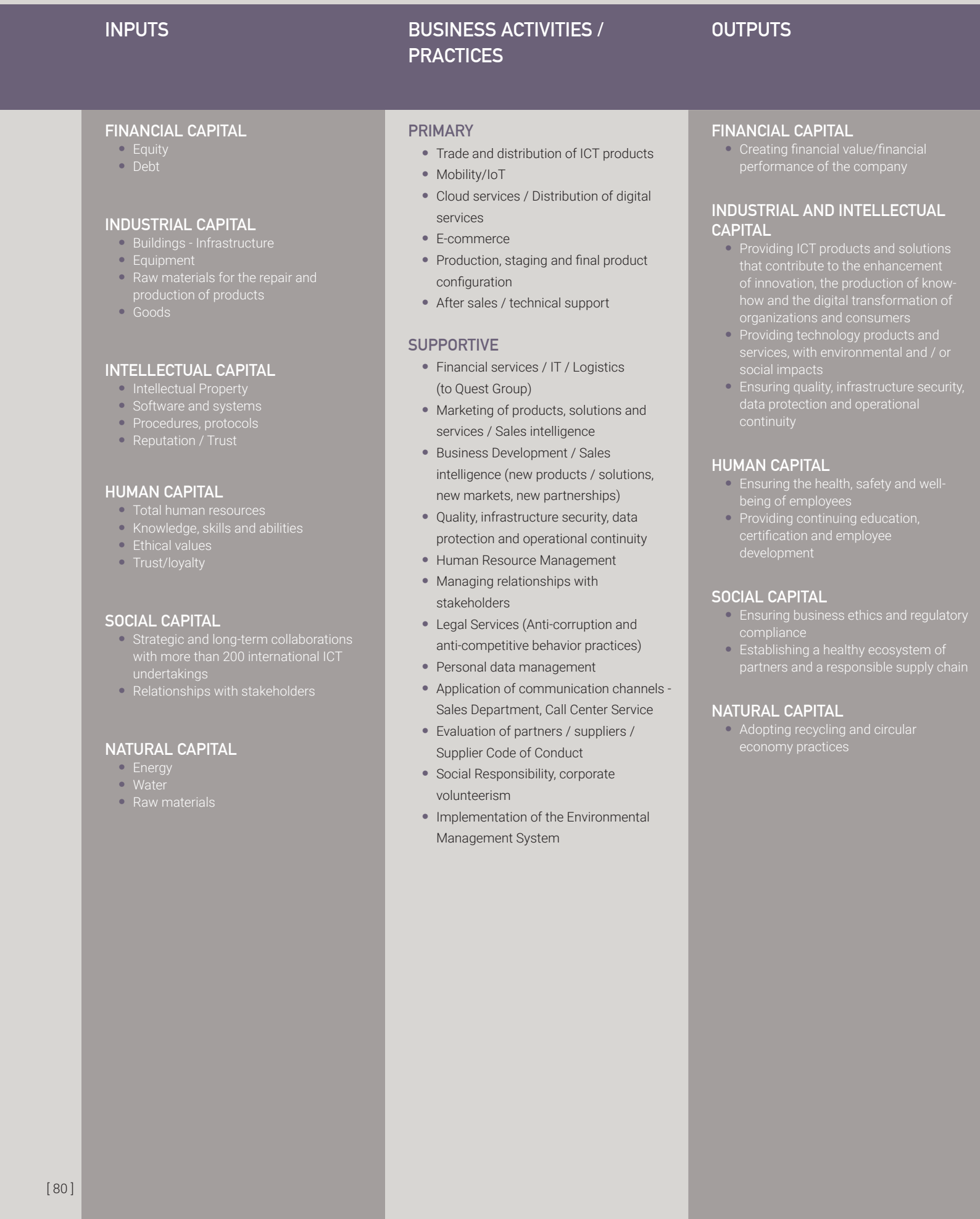
- **Cisco Award:** "Cisco Distributor of the Year GR-CY-MT 2019"
- **Dell Award:** "Dell Enterprise Distributor of the year"
- **IT Europa:** "European Distributor of the Year, 2020 Finalist"
- **BITE Award:** Introduction of a new innovative service for the "e-Shop as a Service" cloud service
- **Infocom Mobility:** Dimitris Destes "Manager of the Year"
- **BITE Award:** "Social Contribution / CSR" for "Assembling the Quest Computer"
- **Corporate Affairs Excellence Awards 2019, EDEE:** "CSR Program / Action" and "Best Use of Performance Indicators" Award for the program "Assembling the Quest Computer"



For more info, visit www.infoquest.gr

Value Creation <IR>

OUR BUSINESS MODEL FOR SUSTAINABLE DEVELOPMENT



OUTCOMES

Effects for the company

- Increasing the market share and placement in new markets
- Expanding and developing the portfolio of solutions and services through new partnerships with supply companies
- Developing innovation and improving knowledge through the best use of new technologies
- Improving competitive advantage / Enhancing employer profile
- Long-term improvement of OPEX/ revenue ratio
- Boosting reputation / leadership
- Increasing human capital / creating direct jobs
- Increasing productivity
- Improving opportunities for internal talent development (internal mobility)
- Talent retention
- Improving competitive advantage as employer of choice / best workplace
- Ensuring social authorization

OUTCOMES

Effects created by the company for its stakeholders

GROUP SHAREHOLDERS

- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY

- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

CUSTOMERS

- Developing innovation and enhancing digital transformation
- Improving services, internal functions and procedures
- Creating competitive advantage
- Improving productivity
- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

SUPPLIERS / PARTNERS

- Creating indirect jobs
- Developing innovation and improving knowledge through the best use of new technologies
- Improving productivity
- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

EMPLOYEES

- Improving knowledge and upgrading skills and competencies
- Improving the possibility of internal mobility and outside the Group
- Improving productivity
- Enhancing the feeling of security and reciprocity
- Improving morale
- Increasing confidence and satisfaction

REGULATORY AND BUSINESS BODIES

- Developing innovation and improving knowledge through the best use of new technologies
- Increasing confidence and satisfaction

OUTCOMES

Effects that the company has on the economy, society and the environment



Info Quest Technologies

**Charter for Sustainable Development
Material Issues, Significance and Limits**



Charter for Sustainable Development Material Issues, Significance and Limits

The process of determining the material issues is described in section "Identification of the Sustainable Development Material Issues" of the Quest Group. Specifically for the Info Quest Technologies, the identified sustainable development issues that

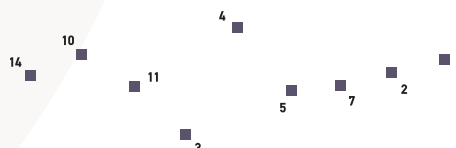
resulted from the process described in the above section in the context of identifying the most essential issues for the Sustainable Development Report 2019 are the following:

1. Creating financial value / financial performance of the company
2. Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers
3. Providing technology products and services, with environmental and/or social impacts
4. Ensuring business ethics and regulatory compliance
5. Ensuring quality, infrastructure security, data protection and business continuity
6. Adopting responsible marketing and communication management practices
7. Establishing a healthy ecosystem of partners and a responsible supply chain
8. Strengthening employment (e.g. through job creation) and halting brain drain
9. Providing timely and competitive remuneration/benefits to employees
10. Ensuring the health, safety and well-being of employees
11. Providing employees with continuous training, certifications and personal development opportunities
12. Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)
13. Reducing energy consumption and greenhouse gas emissions
14. Adopting recycling and circular economy practices
15. Reducing water consumption
16. Participating in charitable activities and organizing voluntary actions for employees

Respectively, the Materiality Map that follows presents the results (material issues) of the above process for Info Quest Technologies.

Info Quest Technologies - Materiality Analysis 2019

Impact on stakeholders' decisions and evaluations



1. Creating financial value / financial performance of the company
2. Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers
7. Establishing a healthy ecosystem of partners and a responsible supply chain
5. Ensuring quality, infrastructure security, data protection and operational continuity
4. Ensuring business ethics and regulatory compliance
3. Providing technology products and services, with environmental and/or social impacts
11. Providing continuous training, certification, and employee development
10. Ensuring the health, safety, and well-being of employees
14. Adopting recycling and circular economy practices

Significant Impacts for the economy, the society and the environment

In addition, the information shown in the table below, which is based on the requirements of the GRI Standards, presents the material issues that have arisen:

1. Why every issue is material:

- Which stakeholders are affected by the most material sustainable development issues of the company (based on the results of a research on the materiality of sustainable development issues)
- What are the UN Sustainable Development Goals to which the company contributes (broader economic, social and/or environmental effects)

2. Who causes these effects:

Each effect may occur at different phases of the company's value chain. Consequently, some are caused directly by the company and some indirectly by a third party whose activities are related to the company (downstream or upstream).

| Material Issue | Why is the issue material | | Effect limits | |
|---|---|--|------------------------------|---|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Company | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Creating financial value / financial performance of the company |  | <ul style="list-style-type: none"> • Shareholders • Customers • Suppliers / Associates • Employees | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates |
| Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers |   | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community |
| Establishing a healthy ecosystem of partners and a responsible supply chain |   | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates |
| Providing technology products and services, with environmental and/or social impacts |  | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community |
| Ensuring quality, infrastructure security, data protection and Business continuity |   | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Shareholders | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates |
| Ensuring business ethics and regulatory compliance |  | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Shareholders • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates • Regulatory and business entities |
| Providing employees with continuous training, certifications and development business |    | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates | ✓ | <ul style="list-style-type: none"> • Customers |

| Material Issue | Why is the issue material | | Effect limits | |
|---|---|--|------------------------------|---|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Company | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Ensuring the health, safety and well-being of employees |   | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates |
| Adopting recycling and circular economy practices |   | <ul style="list-style-type: none"> • Shareholders | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Regulatory and business entities |

Info Quest Technologies

Material Issues



Material Issues

Creating financial value/financial performance of the company

How we handle it

For many consecutive years, Info Quest Technologies has held a leading position in the Greek market of Information Technology and Communications products and services, based on the turnover, the financial indicators, the number of collaborating firms and the added value generated for customers and partners. This results in the Company being one of the most credible choices of leading manufacturers, when they are looking for partnerships in the Greek market as well as being the most reliable supplier for its customers.

As a leading company in the industry, we successfully continue our course in our core business of selling IT products and at the same time, following the rapid developments of technology, we systematically expand our activity in new sectors, so that we are always at the forefront of technology. In recent years we have been investing in the development and distribution of new innovative products, solutions and services in the areas of Mobility & Internet of Things, Cloud Computing / Digital Distribution & e-Commerce (online store you.gr / Quest on Line company) and in accordance with our strategic plan, we are exploring and get prepared for our entry into more new markets. E-commerce is a pillar of our strategic development and the support of you.gr is fully integrated into our operations, although it is performed by a different entity (Quest on

Line SMSA). Therefore, many indicators are monitored for the whole activity for both companies.

Following a dynamic course of development, the company has achieved + 70% increase in its turnover in the last three years. In 2019, the turnover amounted to € 188.9 million, recording a sales increase of 21% compared to 2018, exceeding the annual initial budget by 12%, in a stagnant, or slightly positive local IT and Telecommunications market. It is noteworthy that all our business units had a positive course, marking an increase higher than the market average. Net profitability was positively affected by the reversal of the retrospective copyright provision (under Article 104 of Law 4605/2019). However, market conditions and intense competition have led to a small reduction in gross profitability.

Aiming to create value for our customers, partners, shareholders and employees, we systematically monitor the rapid changes and prospects brought by new technologies and invest in specialized human resources. As a result of this strategy, we continued our investments in 2019, aiming at the further expansion of our activities and our transformation, as well as at the operational excellence and the more efficient service of its customers, having achieved the following:

- Sales growth in all strategic areas of its activity - the provision of IT Products, Mobility / Internet of Things, Digital Distribution / Cloud Services & e-Commerce.
- Stabilization among the top three positions in the Smartphones market.
- Significant expansion of our activity in digital distribution and Cloud services.
- Optimization of working capital and zero badges.
- Entry into the air conditioning market.
- Developing our human resources through systematic training.
- Continuation of our digital transformation by further exploiting digital tools and applications and improving our efficiency.

In 2019, we achieved the quantitative and qualitative objectives we had set, laying a strong foundation for growth in all sectors also for 2020, given the more optimistic economic climate and the emerging economic stability. However, the rapid developments and impacts on global health and the economy related to the COVID-19 pandemic are expected to affect the company and its course, as it is part of a large supply chain with significant dependence on products produced in China. As the phenomenon is currently in full swing, the Management of the company has proceeded to the preparation of alternative scenarios having as its main concern the health of its employees, associates and customers, but also its evolutionary course.

Given the important upcoming technological developments, the most important of which include WiFi 6 & 5G, IoT & Connected Devices, Always Connected Laptops, Big Data / Analytics & AI, we are preparing in a systematic and organized way with new products, solutions and collaborations, to offer cutting-edge technology to our

customers, contributing to their digital transformation, differentiation and development.

In more detail, for 2019:

Sale of IT products

In terms of the supply of IT products, in a stable / slightly upward ICT market, we recorded an increase of 4% and 14% in volume distribution and value added products distribution respectively, we expanded the market shares and significantly strengthened our know-how in areas such as cyber security, cloud defined networks, collaboration & software. The culmination of our efforts was our distinction as Distributor of the Year Greece-Cyprus-Malta by Cisco, and Enterprise Distributor of the year, by Dell, two of the most important companies with which we maintain a long-term strategic cooperation. At the same time, we further utilized digital tools and automation, such as e-Invoicing and the automated AI pricing system, thus optimizing our efficiency.

During the second half of 2019, based on our five-year strategic development plan, we expanded our activity in the **sale of air conditioners**. The first positive results of the new activity lay strong foundations and a legacy for further development in the sector.

Our goal is to further develop our business activities for 2020, by strengthening the market share in the existing categories, establishing the company in the market of air conditioners and expanding into new markets (household electrical appliances, AI & IoT).

Mobility / Internet of Things

In the field of Mobility / Xiaomi products we had a particularly good performance and **21%** increase in sales compared to last year. In the field of Smartphones, we held the 2nd position of the local Smartphones market in December 2019 with a market share of **23.6%**, the highest to date. Our range of smart products was enriched with new products, the electric scooter and the smart robot vacuum became the protagonists of their market and the sales of the ecosystem increased in total by **120%**. In the smart products for fitness sector, Xiaomi remained the undisputed leader with a share of about 38% (in pieces) and having almost doubled the sales compared to last year. Over the course of the year, 5 Mi Zones, specialized display and sales areas for Xiaomi products, were created within large retail chain stores, and more than 1,500 sales persons of our partners were trained. In November 2019, the second Mi Store started its operation in Thessaloniki.

The very good course is expected to continue in 2020, with the further expansion of the market share of Smartphones and the establishing of its market share in the second place (target market share > 20% constantly), the additional increase in ecosystem sales, the further sales growth in Cyprus, the creation of new Mi Store and Mi Zones in Cyprus and Greece. It is also expected to further expand the range with about 50 new products of the ecosystem, new

5G Smartphones, as well as the entry into the market of consumer electronics with the sale of televisions.

Cloud Services

In the other key pillar of growth, Cloud services, we continued to invest by optimizing the use of the automated platform www.QuestionCloud.com, strengthening the Portfolio of Value Added Services and expanding our partnerships. In this context, we doubled our sales (+ 111%), by double the sales of software licenses and fivefold the use of infrastructure in the cloud. At the same time we developed new collaborations/distribution channels and strengthened the pre-sales and support engineering teams, aiming at our significant further development in the near future. Through proper preparation, we aim to play a leading role in the transition of the market to the new model of subscription services and distribution of digital content.

E-commerce / you.gr

In 2019, the online store **www.you.gr** continued its upward trend. In the 4th quarter of the year, the new redesigned site was presented, with significant automation and interface changes and additions. Aiming to optimize the customer shopping experience, the redesign focused on better highlighting the product range, increasing speed and optimizing use from Mobile devices. At the same time, the expansion of the range of offered products continued dynamically. As a result, www.you.gr achieved a 14% increase in sales, higher than the estimated growth rate of e-Commerce in Greece, a significant improvement of all e-Commerce indicators and customer satisfaction reaching 98%. You.gr will continue to systematically expand the product Portfolio, as well as investing in tools and automation, the use of robotics and AI technologies as well as the Loyalty system. The overall impact of this redesign is expected to be fully reflected in the second half of 2020.

Our performance / Our goals

We are monitoring a number of indicators to closely monitor each critical parameter and continually improve it. The detailed financial results of the company are available in the Financial Statement of

2019, which is posted on the company's website at www.infoquest.gr. The net loan liabilities of the Company and the Leverage Rate for the last two years are shown in the table below:

| Net Loan liabilities & Leverage | | |
|------------------------------------|------------|------------|
| (€ x 1000) | 31/12/2018 | 31/12/2019 |
| Total loan liabilities | 5,730 | 9,554 |
| Lease liabilities | - | 5,001 |
| Minus: | | |
| Net cash and cash equivalents | (3,526) | (5,746) |
| Net loans / (cash and equivalents) | 2,205 | 8,809 |
| Total equity | 23,657 | 23,832 |
| Total capital employed | 25,861 | 32,641 |
| Leverage factor | 8.53% | 26.99% |

| Direct financial value generated and distributed | | | |
|--|---|---------|---------|
| | | 2018 | 2019 |
| Items (€ x 1000) ¹ | Financial value generated | | |
| | Revenues ² | 155,781 | 188,855 |
| Financial value distributed | Operating costs ³ | 145,897 | 176,925 |
| | Employee salaries and benefits ⁴ | 9,004 | 9,637 |
| | Payments to financing bodies | 934 | 1,082 |
| | Payments to statutory bodies ⁵ | 861 | 27 |
| | Social investments ⁶ | 12 | 22 |

It is noted that the Social Contribution of the company in commercial value of products, services and financial contribution for 2019 amounts to **€ 29,862** compared to € 21,444 in 2018.

1. These amounts have been calculated in accordance with the requirements of the GRI 201-1 index.

2. Revenues from sales, accessory activities, dividends, interest, rent, foreign exchange differences and derivatives are included.

3. Sales expenses, administration expenses, sales costs, capital expenditure are included. Payroll cost is not included.

4. Operating costs are not included.

5. VAT, withholding taxes and Single Property Tax (ENFIA) are not included

6. Donations and sponsorships are included.

| Payment of Taxes and Contributions (€ x 1000) | | |
|---|--------------|--------------|
| | 2018 | 2019 |
| Payment of VAT | 3,729 | 3,218 |
| Social Security contributions | 2,783 | 2,945 |
| Payment of payroll tax (FMY) | 869 | 948 |
| Payment of other taxes | 862 | 7 |
| Total | 8,243 | 7,118 |

The reduction in VAT paid is due to the change in legislation on the non-application of VAT to product categories among professionals.

| GOALS 2019 | RESULT 2019 | GOALS 2020 |
|---|---|--|
| Increase market share. Sales growth for the whole activity (Info Quest Technologies & Quest on Line / you.gr) is more than 5% of the average market growth (based on EITO survey data). | 22% increase with market average of 0-5%. | Increase market share. Sales growth for the whole activity (Info Quest Technologies & Quest on Line / you.gr) to be more than 5% of the average market growth (based on EITO survey data). |
| Return on Capital (EBT / Capital): Stable at 2018 levels. | Law 4605/2019 abolished the retroactive fees for intellectual property rights of approximately € 580 thousand. After the above, the index reached 12%. | Return on Capital (EBT / Capital): Due to the COVID-19 pandemic, the index is expected to fall by 10%. |
| DSO goal < 80 days. | DSO (Customer Balance Age) is significantly improved than last year (62 days versus 66 days in 2018). The DSO is improved compared to last year, but still relatively high, due to the significant increase of the Company's sales to major customers. The Company's receivables from customers are secured. | - |
| Gross Profit Rate. | - | Increase in Gross Profit Rate compared to 2019. |



Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers



How we handle it

Being a leader in the introduction of new technologies in Greece, we contribute substantially to the digital transformation of the domestic market, aiming at the best possible response to the new developments of the digital economy and the overall improvement of customer service and experience.

Creating innovative value for each customer is one of the main components that can guarantee the long history and success of our company, and it is seen as an element of differentiation, a pillar of development and a springboard to progress. Aiming at a high standard customer service and satisfaction of current and future needs, the company seeks:

- to continue investing in the provision of innovative solutions, products and services
- to continue improving infrastructure leading to business excellence
- to ensure strict quality control to meet the specifications of products and services, in terms of health and safety of our customers
- to take environmental protection measures
- to provide comprehensive and responsible information to customers, through a set of policies, principles, commitments and procedures, based on the ISO 9001 standard and the relevant Quality Policy

Customer satisfaction and service, Customer Health and Safety

High-quality products of international vendors

We are working with reputable and acclaimed vendors with high quality and standards products that have all the necessary credentials and functional capabilities in accordance with EU regulations to ensure customer health and safety. In addition,

the design and production of own-brand products place great importance on responsible consumption and the safe use of the products by consumers, by focusing on the following axes:

- Full compliance of the products with current safety, ergonomic, low consumption of power and quality specification legislative requirements.
- User guides in Greek and clear warranty terms for each product.
- Operation of a high-specification repair center.
- Provision of technical support services.

It should be noted that, during the production of the Quest PCs, thorough compatibility and quality tests are carried out along the production line that has the ISO 9001: 2015 certification; the products are certified by companies such as Microsoft for excellent use in the new technological platforms/operating systems. Moreover, the company makes sure that the production, packaging and documentation are environmentally friendly: RoHS free & 80 plus efficient power supply for low power consumption.

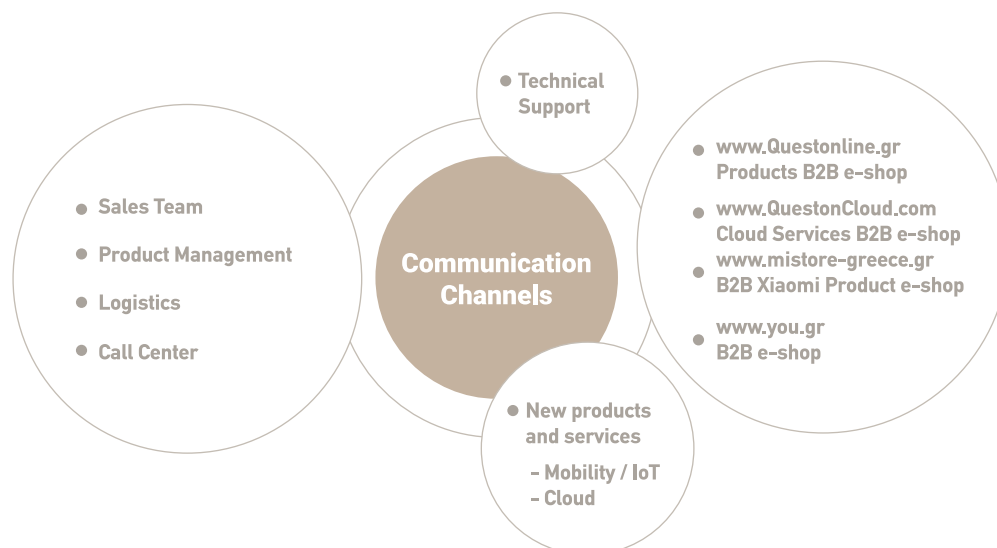
communication with Business Social solutions such as Microsoft Yammer and Microsoft Teams, Collaboration solutions such as Microsoft SharePoint and dynamic relationship management solutions such as Microsoft Dynamics. At the same time, we have significantly strengthened the communication between Mi Store stores and consumers. Finally, as already mentioned, we develop and support our e-shop you.gr, which is a strategic pillar of our development in e-commerce for consumers.

Communication Channels

By enhancing personalized support, we are leveraging all modern means to better support our customers. We have experienced and highly skilled account managers, customer experience and pre-sales groups, online stores and websites, as well as an advanced call center. In recent years we have significantly enhanced digital

Technical Support

Technical Support is an important asset for us at Info Quest Technologies and part of the integrated support that we offers to our customers. On our premises at Kifissou Avenue, in Aghios Ioannis Rentis, we own a fully organized Technical Support Department that operates as the Authorized Repair Center for major manufacturers -



such as Apple, Xiaomi, HP, Canon, Epson and Lenovo - and we also have a large number of technicians certified by the manufacturers. In 2019, the Technical Department carried out approximately 58,000 product repairs. In 2019, the special IQT Service Plus application that we offer to better serve our customers, was upgraded and made available for Apple (iOS) environment, while for selected products, such as Apple, we provide Pick Up & Return service.

Development and Innovation of Services and Products

Innovation and technological excellence are the main components of our company's business model for its development and reputation. Committed to its vision to connect people with technology, to help companies in their digital transformation, and to connect innovative ICT technologies with the Greek market in the easiest, most economic and most efficient way, Info Quest Technologies systematically looks for, designs and introduces to the market new technologies and services that help its customers achieve their goals.

We apply Total Quality Management and one of our objective is to increase the company's ability to be flexible, to promote a culture of continuous improvement and to innovate.

Investing in Know-how

The systematic and continuous investment in know-how plays a key role in the development and competitiveness of any company operating in the field of technology. In particular, the new model of transition to technology utilization as a service requires significant investment in knowledge and expertise. In this context, we invest systematically in know-how, new solutions and services and have a number of certified engineers.

In addition, we have a team of specialized technicians, which through the Technical Service Center offers support and repair services for all the products of the manufacturers with whom it cooperates. The Technical Service Center employs 50 people who are certified by the leading manufacturers, while it also employs 10 people to support the POS Production & Warehousing operations. It is worth noting that more than 95,000 devices (PCs and POS) were produced in 2019.

Business development

- Cloud Computing / Software

We have made in the last years major investments in the fast-growing Cloud market, and we have implemented an ecosystem that includes top global providers, specialized consultants and trained associates. Our goals are to star in the new era of digital distribution and to become the largest Cloud market hub by connecting Cloud solutions and applications with our resellers and customers.

- The innovative platform, **www.QuestionCloud.com**, is our principal vehicle, offering a single, automated cloud-enabling, invoicing and management environment.
- **Cloud Retail Solutions:** In order to support the needs of small and medium enterprises, we offer the 100% Cloud application of electronic invoicing and commercial management Q-Zone on the Greek market, which is fully linked to the **myData platform of AADE**. To this direction we also promote an e-shop as a service solution of a leading e-commerce agency, for the creation of e-shop.
- In 2019 we further expanded our know-how, investing significantly in Microsoft (Azure & M365), Cisco (Meraki, Umbrella), Citrix & IBM technologies, as well as in specialized areas such as those of engineers and designers with Autodesk & Adobe technologies. Aiming to increase market penetration, we have launched new distribution channels for our services. At the same time, we developed pre-sales and after-sales services for the better utilization of the offered solutions.

We will continue focusing on further expanding the solutions provided, with an emphasis on Collaboration / Modern Office, process digitization, Cyber Security and VDI Projects and the development of new pre-sales & after-sales services.

- New ICT Infrastructure Solutions

In a continuous effort to improve the competitiveness of our customers, we are constantly expanding the solutions and services we offer in the areas of our specialization, focusing on Security with

new solutions by Cisco, Symantec, Veeam and Data Centers with new solutions by IBM, Dell EMC, Lenovo, HPE, as well as IP Telephony solutions by Cisco and Unify and interlinked M2M devices.

In 2019, our Pre-sales Networking team expanded, while significant know-how was acquired in the new generation of smart Cloud Defined networks and cyber security.

- New technological products

Given the evolution of technology (AI, Robotics, connected devices) and our strategic focus, we systematically explore new products and collaborations, which will allow us to always provide our customers with the latest technology. Among the areas of our interest are the market of air conditioners, smart household electric appliances and robotics / AI products.

- Mobility & Internet of Things

Our primary goal is to bring all the interconnected devices and the "Internet of Things - IoT" to the market. The main axis of development in this direction are the products of Xiaomi, which the company represents in Greece and Cyprus. Xiaomi is now among the world's most innovative companies and has, in addition to its popular smartphones, an extremely wide range of interconnected devices for home, mobility, fitness, and more, materializing its vision of "Innovation for Everyone". The 2nd Mi Store opened in the center of Thessaloniki in December 2019, while 5 shops were created in a shop in partner stores during the year. Our main priority is to provide immediate and integrated customer support, in order to make the most of the possibilities of the products. For this purpose, special emphasis is given to providing support through a specialized call center, Greek documentation / instructions for use and technical support.

In 2019, we sold more than 700,000 smartphones and IoT products in the ecosystem from over 200 different product codes, significantly expanding our sales points, market shares and customer satisfaction base. It is worth noting that in 2019 Xiaomi Smartphones were among the top 3 preferred smartphones on the market, wearables being the undisputed leader.

- e-Commerce / You.gr

The goal for you.gr is to be among the first choice of consumers for their online shopping. In 2019, a significant upgrade of the online store took place, with the aim of better highlighting the entire product range, increasing the speed and better operation of Mobile devices. At the same time, new technologies were incorporated

to improve experience when users are navigating and performing a purchase (smart search, chat, automation, etc.) At the same time, following the strategic development plan of the company, the expansion of products continued, both in new categories and with new partnerships of companies. In 2019, you.gr achieved an improvement in all its figures, and in the first half of 2020 we expect that this performance will be better reflected.

Additionally, from the e-Commerce unit of the company that supports the Group's e-shop you.gr, significant innovative functional improvements have been implemented, in the direction of customer support such as smart search with AI techniques, automated submission of repeated orders, personalized product promotion depending on the interests of each customer (personalization).

Digital Transformation

Digital transformation is a constant pursuit of Info Quest Technologies. Our main focus in the direction of Operational Excellence and digital transformation is the continuous improvement of our ICT infrastructures and the automation of our operations.

Following a data driven operation model, we utilize a variety of interconnected systems to better organize, make decisions and serve our customers. In particular, we utilize an integrated SAP ERP platform, use electronic B2B stores for the supply of products (www.questonline.gr) and Cloud service (www.questoncloud.com), while we also utilize a Decision Support platform through Business Intelligence. At the same time, we support the online stores www.you.gr and mistore-greece.gr to serve consumers.

Innovation

Given the nature of our activities, the core priority is the development and deployment of innovative tools and applications to automate and optimize operational excellence and support e-customer (digital marketing / e-commerce).

During 2019, the use of the innovative dynamic pricing application for retail prices, which was launched in 2018, was expanded with new functionalities. The application exploiting data from multiple systems, using advanced algorithms, enables product managers to automate the commercial policy they want for a set of products, monitor in real-time the competitiveness of their products, and make immediate adjustments, improving their sales.

Following the Group's guidelines, in 2019 we achieved significant investments. More specifically:

- Upgrading the SAP ERP to a new version.
- Upgrading www.questoncloud.com, with full automation of the pricing process for the services.
- Further optimization of the CRM system, so that there is a complete picture of the customer by the account managers (open offers, minutes of meetings, support tickets, etc.) and the customer himself (Order progress check, Request for offer, Credit Balance, etc.).
- Optimization of automatic pricing, inventory and reporting systems.
- Creating the IQT Service App for Apple (iOS) devices

In 2019, the "Paperless Organization" initiative was launched, which aims to eliminate paper - where possible - and digitize procedures and documents related to customers' cooperation with the company. The Paperless contracts operation will be completed by 2020 and will be followed by other initiatives.

At the same time, the upgrade to cloud infrastructure and the use of Office Automation & Collaboration M365 & Microsoft Teams applications has started, with the aim of increasing productivity, collaboration and teleworking. The project will be completed in 2020 with the transfer of email infrastructure to the cloud.

The implementation of a digital signature project using the DocuSign cloud platform began, as part of the "Paperless Organization"

initiative in 2019. Indicatively, with the use of the platform, more than 30,000 printouts of contract pages and more than 300 man-hours were saved for just one category of contracts (Cloud VAR Agreements) in 2019. The project will be completed in 2020 with the full integration of all categories of contracts. This will be followed by the project of digitizing the flow of expenditure approvals and the management of contracts and signatures (horizontal Group project).

In 2019, the specifications for the implementation of a new customer support call center were also established. The project will be implemented in 2020.

Our performance / Our goals

Customer satisfaction and support. Customer Health and Safety

We have a complaint handling mechanism in accordance with ISO 9001 quality system procedures. Complaints are collected from online forms available on the websites or by telephone and recorded by the recipient, communicated to the head of the quality department, who undertakes, together with the responsible employees, the communication with customers and the written response to them.

The measurement indicators of our processes that help us to monitor and improve customer satisfaction, also kept in an electronic monitoring file, include the following:

- Wholesale and retail customer satisfaction survey
- Complaints measurement and analysis
- Report of call center activity and response time
- Average repair time at In House Service
- Customer satisfaction surveys concerning the technical support by manufacturers such as Apple
- Xiaomi Customer Satisfaction monitoring via our specialized call center.
- Online BI application for monitoring KPIs, interfacing with the ERP (QlikView).
- In addition to the daily monitoring and assessment carried out by the executives and the Heads of Department pursuant to the Procedures of the Quality Management System (QMS), we also carry out:
 - o Inspections throughout the year, conducted by Internal Audit.
 - o Inspections of the Technical Department conducted by the collaborating manufacturers, e.g. Apple and HP
 - o Internal annual inspection
 - o Inspection conducted by an external body on an annual basis

Customer Complaints

Goal 2019: Response to 90% of complaints within a specific time

| | 2017 | 2018 | 2019 |
|--|--------|--------|--------|
| Number of customer complaints based on complaint management system | 72 | 22 | 21 |
| Rate of response | 92.36% | 86.38% | 90.48% |
| GOAL 2020: Responding to one working day and resolving the issue within 10 working days for at least 90% of complaints. | | | |

Wholesale

| Call Center for wholesale customers | | | |
|-------------------------------------|-------|--------|---------------|
| Goal 2019: 92% | | | |
| | 2017 | 2018 | 2019 |
| Percentage of calls answered | 73.7% | 86.72% | 88.66% |
| GOAL 2020: 92% | | | |

Although there was little improvement over the previous year, the objective was not achieved. The lag is mainly due to the unexpected reduction of the staff of the customer service department due to departures and abnormal absences.

Wholesale customer satisfaction survey

The wholesale customer satisfaction survey is conducted by electronic means every two years. The last survey was conducted in the last quarter of 2018, with a partial redesign of the questionnaire,

taking into account market developments and transformation. The survey is planned to be completely restructured and carried out in the last quarter of 2020.

Technical Department

| Technical Support for all customers | | | |
|---|------|------|-------------|
| Goal 2019: Average repair time at In House Service < 5.0 working days | | | |
| | 2017 | 2018 | 2019 |
| Performance | 4.81 | 4.66 | 3.87 |
| GOAL 2020: Average repair time at In House Service < 5.0 working days | | | |

An important role in improving and achieving the goal was played by the implementation of the new partnership with Apple as part of which some troubleshooting services are performed locally, the sufficient availability of spare parts for Xiaomi mobile phones, as well as a variety of IT changes and improvements that allowed for

a significant increase in productivity. Finally, the IQT Service Plus application, which upgrades customer support and communication, was optimized and further utilized. In 2019, the App was also made available for iOS devices.

| Easy access to the Call Center of the technical department | | | |
|--|--|--------|------------------------------------|
| Goal 2019: Percentage of calls answered >90% | | | |
| | 2017 | 2018 | 2019 |
| Performance | 58% | 81.25% | 86.39% |
| | <i>(November 67.58% December 86.04%)</i> | | <i>(Last 5 months: 92.93%)</i> |
| GOAL 2020: Percentage of calls answered >90% | | | |

Although there was little improvement in the achievement of the objective compared to the previous year, the objective was not achieved. For 2019, the company achieved a performance of 86.39% with the aim of being at least 90%. In order to improve service and given the increasing trend of sales in products for which it provides

technical service, it collaborated in May 2019 with an external specialized partner providing Call Center services. In the last 5 months of the year, with the activation of the new cooperation, achievement reached 92.93%, presenting a significant improvement and laying new foundations for the next year.

| Quality of service for Apple repairs | | |
|--------------------------------------|-------|-------|
| Goal 2019: <3% | | |
| | 2018 | 2019 |
| Performance | 0.17% | 0.43% |
| GOAL 2020: <3% | | |

One of the key indicators set by Apple and monitored by it on a monthly basis. It concerns the percentage of re-inclusion of the same product - with the same serial number - in products under warranty and is set to less than 3%.

The Technical Department of Info Quest Technologies is one of the largest Apple Authorized Service Centers in Greece. The activity is

monitored with many indices, both by the manufacturer as well as by the Company itself; with the ultimate goal of constantly upgrading the services offered and the better service of the ecosystem's customers. Given the faithful adherence to the manufacturer's procedures, know-how and very good performance, the Technical Department was upgraded to **Apple Premium Service Provider**.

| Quality of service for repairs of Xiaomi Smartphones | | |
|--|-------|--|
| Goal 2019: ≤4.50% | | |
| | 2019 | |
| Performance | 2.94% | |
| GOAL 2020: ≤4.50% | | |

Since May 2019, the warranty terms for Xiaomi smartphones have changed, and in this context a new target has been set for the technical department. The target is monitored by Xiaomi itself and concerns the rate of re-import within a month of the same product - with the same IMEI number - for smartphones covered by a guarantee and is set to be less than 4.50%.

Given the know-how and experience of the technical department, performance is very satisfactory.

End Customers

Given the Company's ever-increasing contact with consumers of Xiaomi products, the company monitors a number of indicators of satisfaction of these customers.

At the same time, it monitors numerous KPIs for the online store www.you.gr.

The main indicators are presented below:

| Xiaomi Customer Satisfaction Index | | |
|------------------------------------|--------|-------|
| Goal 2019: >95% | | |
| | 2018 | 2019 |
| Performance | 98.36% | 98.5% |
| GOAL 2020: > 95% | | |

The index measures customer satisfaction with Xiaomi products and support services. The research is being carried out through

the Xiaomi Customer Support Call Center, also through its daily communication with end customers.

| Easy access to the Call Center of Xiaomi | | |
|--|------|-------|
| Goal 2019: >95% | | |
| | 2018 | 2019 |
| Performance | 95% | 95.4% |
| GOAL 2020:> 95% | | |

| NPS index you.gr | | | |
|------------------|------|------|------|
| | 2017 | 2018 | 2019 |
| Goal | - | - | >55 |
| Performance | 54 | 58 | 62 |
| GOAL 2020: > 55 | | | |

The monitoring of this indicator started in 2018. It is recorded by an external partner (e-satisfaction) who records the evaluation of you.gr by consumers.

It is noted that the Net Promoter Score (NPS) is a methodology to evaluate the relationship developed between a company or a

brand and its customers. This indicator extracts the percentage of customers who are willing to suggest the product or services they use to other potential customers and gives very useful conclusions about customer satisfaction.

| Easy access to the Call Center of you.gr | | |
|---|--------|--------|
| Goal 2019: > 94.5% Percentage of calls answered | | |
| | 2018 | 2019 |
| Performance | 87.94% | 92.46% |
| GOAL 2020: > 94.5% Percentage of calls answered | | |

There was a significant improvement compared to the previous year and having slightly deviated from the target. This is mainly due to the significant and periodic unexpected increase in incoming calls that the customer service department was called upon to serve.

The easy access to the customer service center is a key factor for the customer's integrated support, which is why it has set a very high target. For this reason, new special tools (chat, bots, etc.) are considered and developed to allow better and more immediate customer support.

| Returns of you.gr | | | |
|-------------------|-------|-------|-------|
| Goal 2019: <2% | | | |
| | 2017 | 2018 | 2019 |
| Performance | 1.97% | 1.82% | 1.78% |
| Goal 2020: <2% | | | |

The percentage of returns to an online store is a particularly important indicator as it indicates the proper operation of the store and customer satisfaction by receiving the right product at the right

time. The achievement of you.gr is very satisfactory (compared to the average market of 3-5% and varies depending on the industry), but constant improvement is being made.

Business Development

| GOALS 2019-2020 | RESULTS 2019 |
|---|--|
| <p>Revenue from new solutions aimed at the digital transformation of small and medium enterprises</p> <ul style="list-style-type: none"> • eSignature - Docusign • eShop solutions for SME • Cloud Enablement Services for Resellers • Cloud Migration and Support services for SME | <p>Assessment of achievement at the end of 2020.</p> |

Digital Transformation

| GOAL 2019-2020 | | RESULT 2019 |
|-------------------------------|--|---|
| Paperless Organization | <p>50% of the contracts initiated by the company are electronically approved and signed.</p> | <p>20% (2019) Assessment of achievement at the end of 2020.</p> |
| Modern Office | <ul style="list-style-type: none"> • 100% of corporate applications and processes were made available for remote work (SAP, O365, Mail, CRM, Application). • Increased use of collaboration and remote access tools. | <p>Assessment of achievement by the end of 2020 with the completion of the projects for the transition of email infrastructures in the cloud and the full application of cloud tools throughout the organization.</p> |
| eCustomer | <p>100% of products and services made available for orders in online sales channels (QuestonCloud, QuestOnline, you.gr, Mistore, corporate site).</p> | <p>Assessment of achievement at the end of 2020.</p> |

New digital transformation projects

- Upgrading of Call Centers: In 2019, a new advanced contact center was designed for deployment in 2020. This will offer extensive video and audio teleconferencing capabilities, collaboration with internal and external recipients, and optimized incoming-outgoing call management with archiving and recording mechanisms.
- New You.gr: In 2019, a significant upgrade of you.gr took place, both in infrastructure and in parameters that contribute to direct communication and better customer support.
- Enhancing Mi Stores e-store.
- Digital upgrading: New tools and automations that will improve service levels.
- Upgrade of the Cloud Services supply platform www.QuestonCloud.com.



Establishing a healthy ecosystem of partners and a responsible supply chain

How we handle it



Info Quest Technologies is part of a large supply chain of products and services that connects manufacturers with customers. Therefore, the quality, credibility and support of these products and services is affected by the suppliers' and associates' ability to successfully meet the requirements and standards set by the Group.



The company as well as the Quest Group generally grow based on the principles of sustainable development. Healthy and ethical business is an inviolable priority of the shareholders and the company's pursuit in all its dealings with the State, employees, the society and the environment, being an example and reference point for the entire market.

Its executives have been actively joining Organizations and Associations that express opinions and influence the institutions in order to establish a modern and sustainable framework of entrepreneurship.

Responsible supply chain

Given the leading position we hold in the market and the fact that we constantly aim to provide products and services at state-of-the-art technologies, we collaborate with established suppliers, who enjoy a good reputation globally and who are strongly committed to good labor practices. Microsoft, Apple, HP, IBM, Dell, Cisco, and Unify, to name but a few, are among our biggest suppliers. Respectively, all other commercial suppliers are selected based on their good reputation and status.

We apply the Group's Procurement Policy, and we have put in place relevant procedures to accurately identify the relationship with our suppliers and partners. We have posted on our website the Supplier Code of Conduct of the Group, and following the procedures established by the standard ISO9001:2015, we perform an annual assessment of suppliers and partners. These procedures include product and service quality criteria, as well as criteria pertaining to the reputation and position of the supplier in the relevant market. In particular, we have developed and utilized a specialized application, through which we evaluate - on an annual basis - the suppliers who represent 80% of our turnover (at least 50) using evaluation indicators and criteria, related to commercial issues. Every 3 years an evaluation is carried out on 100% of our suppliers.

Transfer of Expertise

During our long course in the market, we have developed a dynamic and healthy network of resellers, who provide their services to organizations, businesses and consumers throughout Greece. The

network includes the country's top technology product retailers, value-added resellers, dealers serving businesses and stores (electronical and physical) serving consumers.

Having as a priority the creation of value for the whole supply chain, we create the appropriate conditions of cooperation that ensure benefit and progress for each reseller.

The Commercial Department is in daily contact with the partners, supporting them and responding to their requests and an overall evaluation of their progress is made every year. We also have automated applications, which ensure the immediate and equal notification of each partner of all issues related to cooperation, from the availability of products and services, the ability to place an order 24 hours a day, to the progress of orders.

Constant notification about new products, solutions and technologies and transfer of know-how to our partners, is a priority and a necessary component of success of our long-term presence in the market. Our partners are systematically informed electronically about all available new products through daily e-newsletters, an information and cooperation platform (Microsoft Yammer) is utilized, while information seminars, technical sales seminars, technical trainings, and certification trainings are held either physically or online. At the same time, we participate in conferences and forums, transferring the know-how of our executives.

In recent years our contribution in the transition to the new cloud/ as a service model is essential, with continuous investments in infrastructure, know-how and expansion of our portfolio of solutions and services. Respectively important trainings are carried out in both the new field of Cybers Security and the Internet of Things.

In 2019, **31 Partners Trainings** were conducted in the field of **Networking and Cloud Software** where a **total of 450 partners were trained**. In addition, more than **1,500 hours of Mobility / IoT training** to partners were held.

Responsible Marketing and Technical Support

At the company we take all the necessary measures so that our customers enjoy the maximum possible quality and reliability. The products / services we have meet the strictest safety and quality criteria of the European Union and have all the necessary certificates, and are provided with full documentation, clear instructions for safe use and technical support. We promote our products to customers always responsibly, with honesty and respect for the customer, without misleading or incorrectly informing them.

Our performance / Our goals

The company, recognizing the importance of adopting Sustainable Development and Responsible Entrepreneurship policies, has incorporated - from 2017 - suppliers' assessments (including new partnerships), sustainable development, environmental issues and work practices, in line with the principles of the UN Global Compact and its Supplier Code of Conduct.

The company does not evaluate new commercial suppliers based on environmental or social criteria. Nevertheless, in the context of the evaluation, their public positions are recorded, regarding:

- Human rights and labor practices
- Meritocracy
- Safe work conditions, according to the nature and subject matter of the products/services provided
- The elimination of discrimination in employment and occupation
- The elimination of all forms of forced labor or child labor
- Environmental Policy

In the last evaluation carried out in autumn 2018 we recorded information on the sustainable development policy for 38% of the

commercial suppliers evaluated (covering at least 80% of the total commercial market), including our largest suppliers.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|--|
| Evaluation of suppliers for 80% of turnover (at least 50 suppliers). | Goal achievement. | Evaluation of suppliers for 80% of turnover (at least 50 suppliers). |
| Conducting seminars to partners / transfer of know-how - 1,200 hours per year. | Goal achievement. A total of 50+ trainings were conducted in IT, Mobility, Cloud and IoT, totaling 3,500+ hours. | Conducting seminars to partners / transfer of know-how - 1,200 hours per year. |
| Activating +10% of partners to use the QuestonCloud.com platform. | Goal achievement. 52 new partners were activated and invoiced (2018->241, 2019->293), +22%. | Activating +10% of partners to use the QuestonCloud.com platform. |

Providing technology products and services, with environmental and / or social impacts

How we handle it

At Info Quest Technologies, in our commercial strategy, we also take into account the environmental and social impact of our products and services so that they have the best possible footprint.

Materials Management - Provision of environmentally friendly products - Green IT

In recent years, due to technological developments, the products of international manufacturers, but also the private label products of Info Quest Technologies tend to be less energy-intensive, made of more environmentally friendly materials and available in recyclable packaging. In addition the volume and weight of the electronic devices that we import are reduced, so that they are more user- and environmentally friendly, aiming, among other things, to reduce fuel requirements during transport and thus reduce pollutants. In particular, current models of Quest PCs are smaller in size and weight and are less power consuming. In addition, we strictly adhere

to our obligations concerning the payment of recycling fees resulting from our operation.

Availability of Cloud Services

Cloud services is the new way of utilizing ICT technology, as a service with significant environmental and social benefits. The products are intangible, without the need for physical transport and disposal of packaging, as they are renewed and upgraded electronically without any physical transport of material. It is possible to manage infrastructure with flexibility, so only the resources that are needed are used. The payment model - monthly subscription / OPEX rather than a large initial investment / CAPEX, allows smaller companies, without significant size or budget, to take advantage of new technologies. In addition, many applications help reduce paper use, such as the electronic management of contracts and signatures, a function that in addition to environmental benefits, also increases productivity.



Availability of IoT / AI / Robotics

The 4th industrial revolution, the Internet, Smartphones and interconnected devices, as well as the upcoming AI / Machine Learning & Robotics technologies, are constantly evolving and are expected in the coming years to rapidly change the way many daily processes are performed, work is done, communication and entertainment are performed, with a huge social impact. In this context, we provide a wide range of related products, which is constantly evolving and enriched, providing many options to companies and organizations. Particularly through our partnership with Xiaomi, the world's leading supplier of smart devices, the Internet of Things is becoming easy and accessible to all, improving important aspects of our daily social lives. From functions that make the home smarter, to recommendations that promote health and wellness and smart mobility, to entertainment ideas, Xiaomi's interconnected device ecosystem contributes significantly to the familiarization and use of advanced technologies by the whole society.

e-Commerce

For more than 10 years, we have been investing in e-Commerce, recognizing the advantages of this commercial model. We have developed and supported online stores of products and services, both for the B2B market and for the SOHO market and consumers. E-shopping as an alternative way of shopping offers significant advantages, such as access, without geographical restrictions, to a wide range of products, ease of comparison of features and multiple options, convenience of 24-hour access and shopping, automation of processes, speed and flexibility. Our goal is to offer Greek customers a great shopping experience, so that they know and use the new model to their advantage, enjoying increased quality, safety, reliability and support where they need it, regardless of where they are.

Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| <i>Increase sales in new innovative products and technology services, with an environmental and/or social impact</i> | | |
| Mobility & IoT: +30% Sales on Xiaomi Ecosystem products. | Goal achievement (101%). | Mobility and IoT: + 20% Sales on Xiaomi Ecosystem products. |
| Cloud: +30% active cloud licenses. | Achievement of the goal by increasing the number of cloud positions by 83%. | Cloud: Increase of the active licences in Queston-Cloud by 30%. |
| E-Commerce: Increase of market share. The increase in sales of Quest on Line / you.gr to be greater than the E-Comemrce market growth (based on GFK survey data). | Achievement of the goal with QOL growth ~16% in a market that grew by 5.5% (Gfk). | E-Commerce: Increase of market share. The increase in sales of Quest on Line / you.gr to be greater than the E-Comemrce market growth (based on GFK survey data). |



Ensuring quality, infrastructure security, data protection and business continuity

How we handle it

Quality Assurance






The approach to Total Quality is for us at Info Quest Technologies a daily priority and part of our culture, that permeates all activities, from the production and provision of products and services and procurement, to the relationships with clients and partners, the way

of operation, audit and constant improvement. In this way we aim to ensure good business results, on a stable and permanent basis.



The company is certified according to the following certificates:

| | | |
|--|--|---|
| <p>Quality Management System Certification of Conformity EN ISO 9001: 2015, TUV HELLAS (TUV NORD) – Reg. No of Certificate: 44 100 084665</p> | <ul style="list-style-type: none"> • Design, development, maintenance and provision of IT and Telecommunication solutions and applications. • Computer Production - Assembly. • Distribution and Technical Support of computer systems and networks. • Support of service network of IT and telecommunication systems. • Sale and distribution of Cardiac and Diagnostic Devices. |  |
| <p>Environmental Management System Certification of Conformity EN ISO 14001: 2015, TUV HELLAS (TUV NORD) – Reg. No of Certificate: 042 17 0017</p> | <ul style="list-style-type: none"> • Design, development, maintenance and provision of IT and Telecommunication solutions and applications. • Assembly and parameterization of Computers and Electronic Devices. • Distribution and Technical Support of computer systems and networks. • Support of service network of IT and telecommunication systems. |  |
| <p>TUV HELLAS Medical Devices Distributor Certification (TUV NORD) - Reg. No of Certificate: 44 100 084665</p> | |  |

We also comply with **ISO 27001: 2013** on Information Security issues.

Protection of Personal Data

Protecting the personal data of customers, partners and employees has always been of paramount importance to the company. We take all appropriate measures to protect the personal data collected against any loss, leakage, alteration, transmission or otherwise improper processing and to ensure that their processing is always carried out in accordance with the obligations set by the legal framework, both by the company itself and by third parties who process personal data on our behalf.

We strictly follow the Quest Group's Information Security Policy, while the company's DPO, with systematic audits, training and guidance, is responsible for monitoring and correctly applying the standards set by the Group.

We fully comply with the EU General Data Protection Regulation 2016/679, and the national legislation, implementing a specific program which is constantly upgraded and updated, especially given the fact that we operate online stores and a technical service.

In 2019, trainings were carried out on a significant percentage of employees, by specialized consultants. Specifically, 46 key employees attended a 3-hour training program. Also, on a systematic basis and through questionnaires and sample checks by the Group's DPO, the understanding and application of legislation is verified.

For more information, please refer to the Quest Group Personal Data Protection section.

Security Infrastructure and Business Continuity

During 2019, we continued the efforts to enhance the protection measures taken by the IT Department to protect the company's infrastructure and systems.

It is noted that Info Quest Technologies IT Management is responsible for:

1. The development and support of the SAP ERP system, SAP BW, serving all Quest Group companies.
2. The LAN, WAN, MPLS, PBXs, Security (Firewalls, Antivirus, Antispam, UTMs, Cameras) Exchange Server, Printing Services, Azure

Cloud Services infrastructure and provides services to the Group companies, Info Quest Technologies and Mi Store (Golden Hall & Thessaloniki), Quest Holding and Quest Energy (15 companies).

Respectively, Info Quest Technologies' e-Commerce technical department is responsible for developing and supporting Info Quest Technologies e-shops (questonline.gr, questoncloud.com, qzone.gr, mistore-greece.gr) and you.gr.

Given the necessary optimizations in the context of the implementation of the European Data Protection Regulation (GDPR), the following actions were taken in 2019.

- Upgrading critical infrastructure to increase functionality and security (SAP R/3, Exchange Server, MS Office).
- Implementation of new Firewall infrastructure and IDS/IPS System.
- Implementation of VPN with Two Factor Authentication for remote users.
- Installation of a new, faster and more secure Wi- Fi network in the Logistics Center.
- An IT skills training program was designed for the company's staff.
- Disaster Recovery Site Design Preparation.

Respectively, the e-Commerce Technical Department carried out the following upgrades:

- Upgrade of the cloud infrastructure of the sites www.questionline.gr, www.mistore-greece.gr, www.xiaomi-greece.gr from Azure Classic to Azure Resource Manager (ARM).
- Utilization of Azure Cognitive Search and AI technologies, to accelerate access to the product catalog of www.you.gr.
- Transition to Cardlink's Paycenter for you.gr.
- Creation of fraud detection mechanisms for you.gr.
- Support for payments via DIAS IRIS for you.gr, questionline.gr, mistore-greece.gr.

In 2019, an IT Risk Assessment was performed by a specialized consultant. The assessment aimed to investigate all critical

information systems of the Group's companies and to highlight weaknesses in design or implementation.

Our performance / Our goals

Personal Data Protection and Infrastructure Security and Operational Continuity

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|---|--|
| <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero substantiated complaints of customer personal data misuse. • Zero Data bridge incidents, which may affect the confidentiality and integrity of the Company's data and systems. • Further optimizing processes and training of employees. • At least 99.9% Availability of Systems. | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero substantiated complaints of customer personal data misuse. • Zero Data bridge incidents, which may affect the confidentiality and integrity of the Company's data and systems. • Further optimizing processes and training of employees. • No events were recorded during 2019 to cause any kind of data leakage or alteration, or short-term (5 minutes to one hour) or long-term (more than one hour) ICT short-time interruptions. | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero substantiated complaints of customer personal data misuse. • Zero Data bridge incidents, which may affect the confidentiality and integrity of the Company's data and systems. • Further optimizing processes and training of employees. • At least 99.9% Availability of Systems. • Design and implementation of IT risk mitigation measures highlighted by the IT Risk assessment conducted in 2019, by conducting a detailed IT audit, which will include techniques for simulating real events. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|------------|--|---|
| | <ul style="list-style-type: none"> o Total availability remained at the same level as in 2018, reaching 99.995%. o The company experienced no unplanned downtime of its services during working days and hours. o No incidents of non-availability or limited availability due to external attack (denial of service) were detected by the companies' tools. o No events were recorded during 5 to cause any kind of data leakage or alteration, or short-term (5 minutes to one hour) or long-term (more than one hour) ICT short-time interruptions. | <ul style="list-style-type: none"> • Replacement of the existing Back up System with the modern EMC Data Domain. • Upgrade of key infrastructure, in order to increase functionality and security (Qlik View to Qlik Sense, Citrix). • Installation of the Cisco Identity Service Engine (ISE) to increase corporate network protection. • Implementation of new infrastructure, which contribute to the increase of productivity, the reduction of operating costs and the reduction of risks (Data Warehouse Management, Unified Communications, Managed Print Services). • Upgrade of the cloud infrastructure of the site www.you.gr from Azure Classic to Azure Resource Manager (ARM). • Transition to Cardlink's Paycenter for questonline.gr, mistore-greece.gr. |

Ensuring business ethics and regulatory compliance

How we handle it

For Info Quest Technologies, since its foundation in 1981, responsible business and strict compliance with legislation have been its paramount values. In our course and evolution into a Group of companies, the values were reflected in the Group's Ethics Policy and were notified to all the companies of the Group, while cultivating a single culture for all employees. These values are the main pillar that supports the reputation and reliability of our company for almost 40 years.

We have fully adopted the principles and values formulated by the Group and strictly apply all relevant Policies and Procedures. We apply the zero tolerance philosophy to any deviation from non-compliance with current legislation or any deviation from unethical practices.

We seek to systematically inform our human resources of the principles and values of the company, as well as on matters of business ethics and regulatory compliance. In the induction program for new employees, a special section has been designed for the issues of business ethics and compliance and the Policies and Procedures are posted on the corporate Intranet so that everybody has access to them, employees participate in experiential seminars on the principles and values organized by the Human Resources Directorate, and a relevant reference is made in the corporate meetings of employees. At the same time, as a member of the supply chain, it also commits itself through the Supplier Code of Ethics to its major suppliers and commits its customers in a joint effort against any practice of non-compliance with laws, bribery, corruption or unfair competition.



Our performance / Our goals

| GOAL 2019 | RESULTS 2019 | GOALS 2020 |
|--|---|---|
| Zero incidents of non-compliance and unfair competition. | <ul style="list-style-type: none"> • Zero incidents and/or complaints on issues related to: <ul style="list-style-type: none"> o Corruption o Unfair competition o Anti-competitive behavior, anti-trust and monopoly practices • Full compliance with laws and regulations in the social and environmental area. | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. • Full compliance with laws and regulations in the social and environmental area. • Strengthening of communication and education on anti-corruption policies and procedures. |



Providing employees with continuous training, certifications and development business

How we handle it



Human Resources is the most important asset for Info Quest Technologies. We provide major opportunities for young people to apply their knowledge, to take initiatives, to collaborate with notable professionals and to evolve. Many of the experienced IT and

executives in the local market started their careers in our company. Today, we employ more than **300 employees** in our offices in Athens and Thessaloniki.



- 305 colleagues (206 men, 99 women)
- 17 new jobs in 2019
- 127 new employees in 3 years | 40% renewal the last three years
- 20% of our employees are up to 30 years old
- 10 years is the **average time people stay in the company**
- 38 years old is the average employee age
- **46%** of our employees **have a Higher Education Degree**
- **15%** of our employees **have Postgraduate Studies**

In today's world, continuous education is a necessary condition for development and progress. We fully share this view with Info Quest Technologies, having the development of our employees as a key priority, recognizing that achieving our goals and creating value is inextricably linked to the value and quality of our employees. In particular, as we are active in the field of technology, continuous training around new technologies is a prerequisite for the proper support of our customers, and consequently of our financial prosperity. Our goal is to involve as many employees as possible in the training programs and training to enhance both the soft skills

and the specialized knowledge that each employee needs, in order to cope with their work, but also to evolve more widely.

In the company we adopt and implement the Group Employee Development and Training Policy. The Human Resources Department in collaboration with the Group's specialized department of Personnel Training and Development, adapts the programs of the Group to the needs of the company and designs additional programs in acquiring new knowledge and skills on an as needed basis.

Our performance / Our goals

Talent Management

Talent Development: The Talent Management Program involves 21 employees of the company, from various departments. The employees attend the program and examine, as part of their work, various issues and operations of the company, in order to contribute to its improvement.

MIND THE CODE / talent attraction program: Company executives from the e-Commerce technical department participated actively in the program as mentors. Today, one (1) graduate of the program has joined the e-Commerce Technical team of the company.

Continuing Education

Mini MBA

Company employees systematically attend the Quest Mini MBA program. A total of 31 employees have completed the program, while 7 employees participated in the 4th cycle.

e-Learning Programs

In the 2nd quarter of 2019 the company gave the opportunity to all employees to use the LinkedIn Learning platform to enhance their knowledge and soft skills. At the same time, it created "learning paths" for several roles, guiding employees in the educational process and choices. The platform was systematically used by 67 employees. In addition, 8 specialized executives were given access to the Pluralsight platform.

Story Telling & Presentation Skills

The program targeted the Top Management of the company and was attended by the 8 directors of the company.

Technical and Professional Training

Technical training/certifications carried out in collaboration with the partner companies and based on the future goals of the company. The trainings are attended by both employees of the Commercial and Technical Department, as well as employees of IT/eCommerce who support the company's critical infrastructure.

In 2019, the company's engineers attended 586 hours of training and received 21 new certifications from Microsoft, HPE, IBM, Cisco, Dell.

Employee training

| Company Employee Training (hours) | 2018 | 2019 |
|-------------------------------------|-------|-------|
| Total Number of employees | 288 | 305 |
| Total training hours | 2,909 | 9,386 |
| Average training hours per employee | 10.1 | 30.8 |

In 2019, 212 employees were trained (70% of the total). The significant increase in man-hours is due to the investment in e-learning.

Strengthening Teamwork

Team Building Event: The program was attended by 11 Directors and Managers and the CEO of the company.

"HereWeAre" Group Portal and "Orion" Application: All employees have access to the specialized portal of the Group, "HereWeAre", for personnel development issues, as well as to the "Orion" application for the management of all parameters related to human resources issues, days off, evaluations, trainings, etc.

Initiative "Xehorizo" (I stand out): A systematic process of strengthening the corporate culture is the initiative "Xehorizo" (I stand out) where every 4 months employees that overachieved are distinguished and awarded. All employees can participate in the initiative and propose who believe that it is worth being distinguished, linking their proposals with the values and principles of the Group.

Communication between Managers - Employees: To promote the common culture and understanding of the aspirations and goals of the company by all employees, it is important that there is continuous communication of the Management with everybody. The annual meeting of the employees (Kick off) takes place every year, while meetings with the various departments and the Management team take place on a weekly, monthly and quarterly basis. The company has an internal online communication system (yammer), and encourages employees to freely express their opinions and ideas. Two-way communication is systematically pursued by the company and suggestions are carefully considered.

The initiative "Breakfast with the CEO" was launched in 2019, giving employees the opportunity to participate in a relaxed, off-site meeting with the CEO, for an exchange of views. The initiative was carried out for the first time in the last quarter of the year, it had a great response, interesting ideas and conclusions emerged and will continue in 2020.

The biennial employee satisfaction survey is an extremely useful tool for communication between management employees and is taken with due seriousness.

According to the latest Staff Satisfaction Survey conducted in 2019, the highest satisfaction involved the object of work and job security, while areas that need to be improved were benefits and training.

The Management always takes into account the results of research, evaluates them and proceeds to similar actions. One of them was investing in e-learning in 2019.

| Training of Company employees by gender (hours) | 2018 | | 2019 | |
|---|-------|-------|-------|-------|
| | MEN | WOMEN | MEN | WOMEN |
| Total training hours | 2,014 | 895 | 7,044 | 2,342 |
| Average training hours per employee | 10.3 | 9.7 | 34.2 | 23.7 |

The difference in the average training between women-men is due to the significantly larger number of men involved in technical / e-commerce services, where the largest volume of e-learning training

took place. It is noted that 70% of women and 70% of male workers participated in the training.

| Average training hours by employee category | 2018 | 2019 |
|---|------|------|
| Management | 44.3 | 72.8 |
| Support Services | 15.8 | 42.7 |
| Commercial Department | 9.2 | 38.1 |
| Technical Department | 6.9 | 27.2 |
| Operations | 6 | 10.3 |

Evaluation of Human Resources

Evaluation is an important process of improvement and development for the company. It includes employees' self-evaluation, a detailed discussion with the supervisor, and an agreement on the individual

goals and the areas for improvement. Every year, the total (100%) of the employees is evaluated, regardless of rank and gender.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|---|
| <ul style="list-style-type: none"> • Average training > 20 hours / Employee. • E-learning platforms > Used by > 20%. • 100% of employees receive regular evaluations. | <ul style="list-style-type: none"> • Goal achievement (Average 30.8 hours). • Goal achievement (22%). • Goal achievement (100% of employees). | <ul style="list-style-type: none"> • Average training > 20 hours / employee. • E-learning platforms > 20% of employees. • Assessment for 100% of employees. • Increase in the rate of employee satisfaction for training provided by the company (according to the results of the satisfaction survey conducted every two years). • Launch of the Group's Project succession plan. |

Ensuring the health, safety and well-being of employees

How we handle it

Health, safety and well-being of our employees is our top priority. Our goal is to strive continuously to upgrade and create a modern and pleasant working environment that promotes teamwork, development and excellence and make employees happier and more creative.

We follow the general guidelines for ensuring the health and safety of the employees, as described in detail in the Health and Safety Policy of the Personnel, as well as in the Physical Security Policy, which the Group. These policies aim at protecting workers from accidents, injuries, occupational diseases, natural or other phenomena, creating pleasant and safe workplaces and improving the quality of life of employees.

Health and Safety

In 2019:

- The training of fire safety teams in all the company's buildings continued in collaboration with an external specialized partner and preparedness and evacuation drills in case of an emergency were held. A characteristic example was the immediate evacuation and coordination of all employees in the earthquake that hit Athens in 2019.
- The Company's employees responded to the voluntary blood donation for the strengthening of the Blood Bank of the Group.
- As every year, all the means used by the Logistics center were checked, upgraded and maintained and all the relevant procedures were updated.

COVID-19

Despite the fact that the COVID-19 pandemic is outside the scope of the Report, however, due to the seriousness of the issue, we will briefly present the actions taken by our company. A detailed report of the measures will be presented in the Report 2020.

During the COVID-19 pandemic, the company took immediate measures for the health and safety of its employees. Over 80% of the office employees were working from home, while a complete operation plan was prepared for the services/employees where their presence was necessary for the continuation of our business activity. Some of the measures taken include:

- isolating employees' offices in financial services
- shifts in the technical department
- division in sectors and shifts at the Logistics Center
- provision of materials (masks and gloves)
- intensification of cleaning and disinfection
- systematic communication and updating to all employees

Our performance / Our goals

In 2019 there were no work-related accidents, illnesses / deaths related to work and consequently no lost working days due to this.

QUEST EUZHN / Well-being and quality of life

Psychological support

We participated in the Group's initiative that collaborated with EAP HELLAS to provide psychological support to employees and their family members.

Marathon team

With the largest team in recent years, more than 20 of our employees ran the 5 km, 10 km and 42,5Km on the classic route of the Athens Marathon.

Gym

We operate a complete, modern gym in our main building on Argyroupoleos Street. All employees are encouraged to use it.

Pilates

Pilates classes are held twice a week in our main building. In 2019, 53 hours of lessons were held with 4 participants on average.

Wellness Days

As part of the "wellness days" initiative, in all the buildings of the company, actions were carried out by professionals for stress management and healthy eating, as well as for stretching exercises in the office. At the same time, as part of promoting a healthier diet, fruit was offered to all employees.

Special Days

As part of the "special days" initiative, a number of actions were carried out throughout the year, such as:

- Symbolic gift to women employees on Women's Day.
- "With the child at work" initiative, where young children visited the parents' workplace and took part in activities.
- Annual Group's party.
- Symbolic gift to the children of employees who start in the first grade at the beginning of the school year.
- Gifts to employees for special occasions, such as weddings, admission of a child to the University, etc.
- "Early Friday" - Early departure from the office on birthdays and Fridays during the summer months.
- Organization and motivation to participate in voluntary initiatives, such as the charity bazaar (cooking).



| Absentee Rate (AR) of employees | 2018 | | | 2019 | | |
|---------------------------------|------|-------|-------|------|-------|-------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Greece (Attica) | 0.6% | 1.6% | 0.9% | 0.9% | 1.3% | 1.0% |
| Greece (Thessaloniki) | 0.4% | 3.5% | 1.8% | 3.3% | 3.1% | 3.2% |

There are only 9 employees in the Thessaloniki offices. The rates were mainly due to two long-term illnesses of workers.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|-------------------|---|
| Zero accidents at work. | Goal achievement. | Zero accidents at work. |
| Continuation of training programs in First Aid & response to natural disasters. | Goal Achievement. | Continuation of training programs in First Aid & response to natural disasters. |
| Implementation of a comprehensive psychological support program in collaboration with EAP HELLAS. | Goal achievement. | Implementation of a comprehensive psychological support program in collaboration with EAP HELLAS. |
| Continuation of good employee well-being practices. | Goal achievement. | Continuation of good employee well-being practices. |



Adopting recycling and circular economy practices

How we handle it



As a responsible member of the supply chain, we develop our business being fully aware of our responsibility to reduce the potential negative impact on the environment, systematically adapting our business practices to the needs of environmental protection and resource savings. We are certified according to

the ISO 14001:2015 Standard for the Environmental Management System that we apply, and we also follow the Environmental Policy and the principles and goals set by the Group.



Moreover:

- We identify and manage risks related to environmental issues and set improvement goals.
- We strictly adhere to our obligations concerning the payment of recycling fees resulting from our operation.

- We invest in, develop and implement new digital technologies - which reduce resource consumption (paper, fuel, etc.) and improve productivity.
- We provide technical services, device upgrade etc. - which help to extend the life of the devices and reduce their disposal.
- We participate in the official schemes of withdrawal, upgrade and/or repair of materials of the manufacturers for which we operate as an authorized Service Center.
- We make it easy for our customers and partners to promote products in our repair center.
- We systematically measure our carbon footprint and seek to reduce it every year.
- We systematically promote the recycling of materials and we have collectors for the main recyclable materials (paper, batteries, lamps, etc.) in all the facilities of the company.
- We work with authorized bodies for the recycling of materials.
- We replaced old type electrical appliances and lamps with energy-efficient ones in all the buildings.
- As of 2018, we have been replacing the disposable plastic items we used, such as glasses, straws, stirrers, with biodegradable/eco-friendly products, while we systematically seek to reduce consumption of disposable products.
- We systematically develop employee alert and mobilization campaigns towards a more eco-friendly lifestyle, indicating simple ways and ideas that everyone can apply to his everyday life.

Our performance / Our goals

The company imports and manages more than 5.5 million products annually, which come to its warehouses packaged by manufacturers and transport companies, in accordance with international standards for safe product handling.

The company manages non-hazardous materials, as until the end of 2019, no hazardous waste was generated from its operation. For all non-hazardous materials, a significant effort is made to reuse them, while the rest are recycled in collaboration with certified partners.

| Recycling of packaging materials | | |
|---|--------------|--------------|
| Goal: Kg of materials/number of orders ratio <= 0.318 | | |
| | 2018 | 2019 |
| Recycling (kg) | 153,220 | 115,069 |
| Number of Orders | 342,215 | 344,053 |
| Performance | 0.448 | 0.334 |
| GOAL 2020: Kg of materials/number of orders ratio <= 0.45 | | |

The company has material recycling bins in the office premises. At the Logistics Center, it disposes in dedicated bins packaging materials such as paper, nylon and wood that cannot be reused. These materials are obtained during the transfer of products from suppliers to the logistics center of the company and are proportional to demand and orders. A significant effort is made to reuse materials more than once in the supply chain, but they are not recorded, due to the great complexity of multiple reuse.

Therefore the rate that is monitored as more relevant to the nature of the activity and the materials produced to be recycled is the weight

of the materials to the number of orders. The goal is for this rate to remain unchanged.

In 2018 and 2019, the company's customer mix diversified mainly due to the large increase in sales of Xiaomi products and mass deliveries to large retailers. As a result, fewer higher value orders were placed.

The company, given this differentiation, proceeds to reshape the target for 2020 to <0.45.

| Devices Recycling | | |
|---|--------------|--------------|
| Goal: Kg of materials / turnover <42 | | |
| | 2018 | 2019 |
| Recycling (Kg) | 6,405 | 3,095 |
| Number of Orders (€ million) | 155.78 | 188.86 |
| Performance | 41.12 | 16.39 |
| GOAL 2020: Kg of materials/number of orders ratio <= 42 | | |

The ratio that is monitored as being more relevant to the nature of the activity and the devices to be recycled is the ratio of the weight of the devices to be recycled to the company's turnover.

Reduction of disposable materials

- Use by employees and visitors of -approximately- 13,600 biodegradable straws and 52,500 biodegradable glasses (the initiative started in October 2018).
- Reduction in the placement of small bags in the individual waste bins in collaboration with the cleaning company, resulting in the use of 32,000 in total and 4,000 less compared to 2018.
- Holding information campaigns aimed at employees, with the main goal of raising awareness on the use of environmentally friendly materials and especially of reducing the consumption of disposable materials.
- Placement of recycling bins in several locations as well as in Mi Stores.

| | |
|-------------------|---|
| GOALS 2020 | <ul style="list-style-type: none"> • Use of biodegradable materials, where possible. • Further vigilance of employees for a "greener" daily life. |
|-------------------|---|

Reduction of paper consumption

The Paperless Office project that we implement in the context of our digital transformation, concerns the electronic distribution of documents, approvals and digital signatures. This project, in addition to its main objectives concerning process automation, increasing efficiency and productivity, lead to the very significant positive effect of reducing paper use and handling.

very quickly, more than 300 man-hours were saved and users' satisfaction with its utilization was very high.

In 2020, it is planned that the service will be used by the whole company.

Indicatively, with the use of the platform, in 2019, more than 30,000 printouts of contract pages were saved. The process was completed

| | |
|-------------------|--|
| GOALS 2020 | <ul style="list-style-type: none"> • Investigation of Managed Print Services. • Completion of the paperless project. |
|-------------------|--|

Energy consumption

The company systematically implements actions to reduce the energy it consumes, by upgrading its workplaces. It monitors targets, similar to the targets set by the Group for this issue, i.e. the

annual energy intensity (kWh/m²) / € million turnover & equivalent of thousands of tons of CO₂ per year (kt CO₂) / € million turnover.

| Energy consumption | 2018 | 2019 |
|---|--------|--------|
| Turnover (€ million) | 155.78 | 188.86 |
| Annual energy intensity (kWh/m ²) | 88.30 | 88.98 |
| Equivalent to thousands of tones CO ₂ (kt CO ₂) | 1.20 | 1.21 |
| Annual energy intensity (kWh/m ²) / € million turnover | 0.57 | 0.47 |
| Equivalent to thousands of tones of CO ₂ per year (kt CO ₂) / € million turnover | 0.08 | 0.06 |

The company's goal is the annual energy intensity (kWh/m²) / € million turnover and the equivalent of thousands of tonnes of CO₂ per year (kt CO₂) / € million turnover to remain stable at the level of 2018, i.e. 0.57 and 0.08 respectively. The target for 2019 was achieved and even exceeded.






The same goal has been set for the year 2020.

Info Quest Technologies

Future Goals

The background features a dark grey field with several overlapping circles. A large, bright yellow circle is prominent in the lower-left quadrant, partially overlapping a larger, light grey circle that spans the right side of the image. Another dark grey circle is visible on the right side, overlapping the light grey one.

Future Goals Info Quest Technologies

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES OF INFO QUEST TECHNOLOGIES | PAGE | GOALS OF INFO QUEST TECHNOLOGIES (2020) |
|---|--|------|---|
|  | <ul style="list-style-type: none"> • Creating financial value / financial performance of the company | 87 | <ul style="list-style-type: none"> • Increase of market share. • Capital Performance Index (EBT / Capital) drop <= 10% (Due to COVID-19 pandemic). • Increase in Gross Profit Rate |
|   | <ul style="list-style-type: none"> • Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers. | 90 | <p>Customer satisfaction and support, Customer Health and Safety</p> <ul style="list-style-type: none"> • Maintenance / Improvement of the indicators described in the relevant chapter. <p>Development and Innovation of Services and Products</p> <ul style="list-style-type: none"> • Further expansion of the services provided, with emphasis on Collaboration / Modern Office, process digitization / Cybersecurity • Strengthening the portfolio of specialized solutions and services • Increasing market share in smartphones, expanding ecosystem products and creating new stores • you.gr: Further improvements, mainly in the field of SEO and customer loyalty and continuous expansion of product range. <p>Digital Transformation</p> <p>Paperless Organization</p> <ul style="list-style-type: none"> • 50% of contracts must be electronically approved and signed. <p>Modern Office</p> <ul style="list-style-type: none"> • 100% of corporate applications and processes were made available for remote work. <p>eCustomer</p> <ul style="list-style-type: none"> • 100% of products and services available on the online sales channels. |
|   | <ul style="list-style-type: none"> • Establishing a healthy ecosystem of partners and a responsible supply chain. | 98 | <ul style="list-style-type: none"> • Evaluation of suppliers for 80% of turnover (at least 50 suppliers). • Conducting seminars to partners / transfer of know-how - 1,200 hours per year. • Activating +10% of partners to use QuestionCloud.com platform. |

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES OF INFO QUEST TECHNOLOGIES | PAGE | GOALS OF INFO QUEST TECHNOLOGIES (2020) |
|---|--|------|--|
|  | <ul style="list-style-type: none"> • Providing technology products and services, with environmental and/or social impacts | 99 | <ul style="list-style-type: none"> • Mobility and IoT: + 20% Sales on Xiaomi Ecosystem products. • Cloud: Increase of the active licenses in QestionCloud by 30%. • E-Commerce: Increase of market share greater than the rise of the e-Commerce market. |
|   | <ul style="list-style-type: none"> • Ensuring quality, infrastructure security, data protection and business continuity | 101 | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero substantiated complaints of customer personal data misuse. • Zero data breach incidents. • Strengthening employee training in their subject area. • At least 99.9% Availability of Systems. • Design and implementation of measures to limit IT risks. • Upgrade of key infrastructure, in order to increase functionality and security. • Upgrade e-shop infrastructure. |
|  | <ul style="list-style-type: none"> • Ensuring business ethics and regulatory compliance | 103 | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. • Full compliance with laws and regulations in the social and environmental area. • Strengthening of communication and education on anti-corruption policies and procedures. |
|    | <ul style="list-style-type: none"> • Providing continuing education, certification and employee development | 104 | <ul style="list-style-type: none"> • Average training > 20 hours / employee. • E-learning platforms > 20% of employees. • Increase in the rate of employee satisfaction for training (according to the results of the employee satisfaction survey). • Assessment for 100% of employees. • Launch of the Group's Project succession plan. |

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES OF INFO QUEST TECHNOLOGIES | PAGE | GOALS OF INFO QUEST TECHNOLOGIES (2020) |
|---|---|------|---|
|   | <ul style="list-style-type: none"> Ensuring the health, safety and well-being of employees | 107 | <ul style="list-style-type: none"> Zero accidents at work. Continuation of training programs in First Aid & response to natural disasters. Implementation of a comprehensive psychological support program in collaboration with EAP HELLAS. Continuation of well-being best practices |
|   | <ul style="list-style-type: none"> Adopting recycling and circular economy practices | 108 | <ul style="list-style-type: none"> Enhancing the use of biodegradable materials, where possible. Further vigilance of employees for a "greener" daily life. Continuation of good practices to reduce use and reuse of materials. Investigation of Managed Print Services utilization. Completion of the paperless project. |

Uni Systems

**IT Landscape Transformation.
Accomplished.**

uni.systems

Uni Systems at a glance

FINANCIAL PERFORMANCE

€116m
Turnover



29%
Growth

86%
of revenues coming
from services

€51m
Contribution from
international activities

>30
Countries of operations



700+
Clients across geographies
and industries



1,350
Suppliers and partners

48%
Cloud revenue growth



INVESTMENT IN INNOVATION, RESEARCH AND DEVELOPMENT

60+
New partners
in ecosystem

35
Proposals of total budget
€91m



HUMAN RESOURCES

113
New positions



40%
Increase in training
expenditure

800+
ICT and business
consultants

38+
Different
nationalities

About Uni Systems

Uni Systems, has been operating for more than 56 years as a company that designs, implements and supports ICT integrated solutions and services, serving its clients in vertical markets throughout Europe. One of the largest companies of the sector in Greece¹, has expanded its operations abroad since 2010 and challenges a position among the most reliable ICT companies in Europe through successful implementation of critical projects in the European Union and the SEE European marketplace. Uni Systems is a single-member company based at 19-23, Alexandrou Pantou Street in Kallithea. Its activities and course in Informatics started in 1964 as the first ever Greek IT Company to be founded in Greece.

Its dynamic portfolio includes solutions ranging from the infrastructure (hardware and telecoms), to specialized vertical business applications, being implemented through a series of value-added services. The portfolio of solutions and services has been evolving around the needs of the market and the demand for optimal client service covering a wide customer base which consists of large companies and international organizations. Within this context, Uni Systems is committed to providing innovative and agile solutions and services aimed at strengthening its clients' positioning within a competitive and ever-changing international environment.

Particular emphasis is placed on the selection of the partners:

- strategic and long-term partnerships with leading high-tech international vendors,

- collaboration with start-ups and agile companies that produce innovation,
- creation of ecosystems with the participation of different bodies and organizations to increase flexibility and expansion of the solutions and services portfolio.

At the same time, an important part of Uni Systems activity is allocated to software development. It is worth noting that 86% of the company's revenue comes from the provision of services the portfolio of which includes consulting, system evaluation and integration, software development, project management, cloud services, DevOps, infrastructure and managed services, support and quality management services, product design, and more.

Through its headquarters in Greece and business entities in Belgium, Luxembourg, Italy and Romania, the company serves more than 700 customers in over 30 countries. In October 2019, the name of the company was changed to Uni Systems IT Systems Commercial Single-Person Societe Anonyme and the distinctive title to Uni Systems SMSA based on a previous decision of the Ordinary General Meeting. It is worth mentioning that a notable shift toward a more collaborative and ecosystemic approach is being currently applied at the field of partnerships aiming at more flexible and fast business operations.

Our Vision

Already a leader in systems integration in the domestic market, Uni Systems aims to become one of the most reliable solution providers in Europe.

Our Mission

Our mission is to stimulate sustainable development and accelerate progress by seamlessly connecting business with technology.

Our Values

Uni Systems operates and expands in a competitive market and generates value with the support of Quest Group, one of the largest, more dynamically growing Group of Companies. Its development would not be possible without a framework of values, which is defined by three core pillars: Respect, Trust and Commitment to Excellence:

- We respect our clients' time, money and business.
- We trust and honor long term business relationships with clients, partners and our people.
- We are committed to offering quality services that positively affect the business of our clients.

Corporate Governance

Our Company implements a specific Corporate Governance system aiming at its responsible organization, operation, management and control to increase the value and defend the legal interests of both the Company itself and its interested parties.

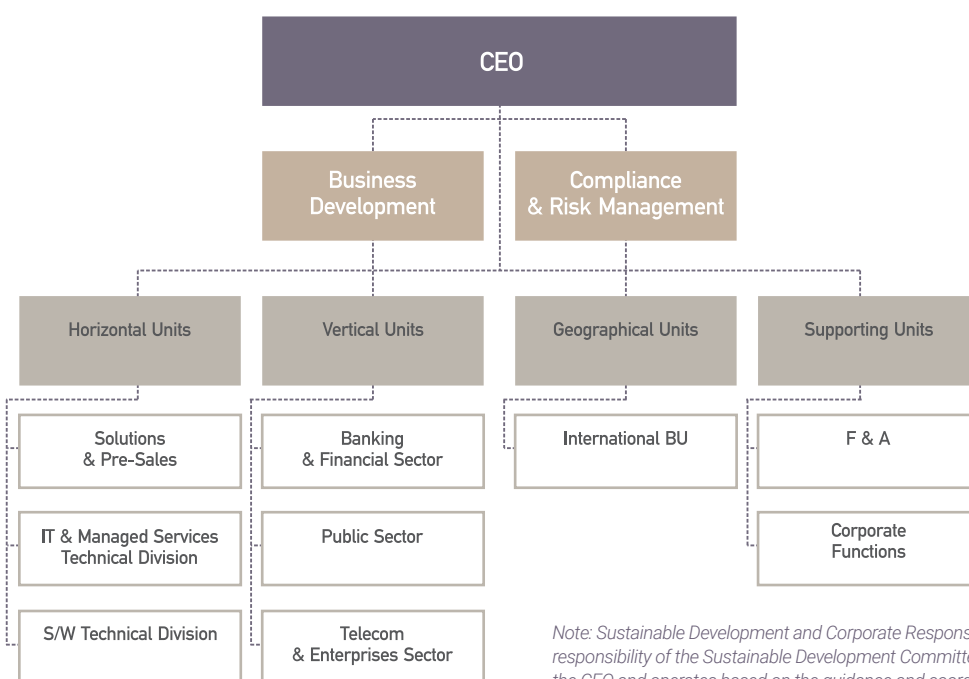
We have, therefore, adopted a framework of rules, principles and practices which can be summarized as follows:

² IDC Greece IT Services Market 2016–2020 Forecast and 2015 Vendor Shares 1st place, IDC Greece IT and Cloud Services Market 2017–2021 Forecast and 2016 Vendor Shares, 2nd place, ICAP 40 Top sectors of the Greek economy 2018 (data 2016), Software Division, 2nd place.

- Flexible Management scheme that encourages transparency and efficiency.
- Appointment of Internal Auditor.
- Regular review and audit of financial statements.
- Implementation of internal communication systems.
- Implementation of Compliance Regulation and Risk Management framework.

| Board of Directors | | | |
|-----------------------|------------------|-----------------------|--------|
| Ioannis Loumakis | Chairman and CEO | Eftychia Koutsourelis | Member |
| Apostolos Georgantzis | Vice-Chairman | Markos Bitsakos | Member |
| Theodoros Fessas | Member | | |

Organization chart



Note: Sustainable Development and Corporate Responsibility issues fall under the responsibility of the Sustainable Development Committee which comes under the CEO and operates based on the guidance and coordination of Quest Group's Corporate Social Responsibility and Sustainable Development Committee.

Distinctions and Awards

In 2019 Uni Systems received the following distinctions:

- Cisco Partner of the Year.
- Cisco Data Center Architectural Excellence.
- HPE Top GreenLake as a Service Partner.
- Distinction at the annual conference of Red Hat EMEA partners for the level of experience of its executives, commitment, dedication and trust in Red Hat technology.

Contribution to Society²

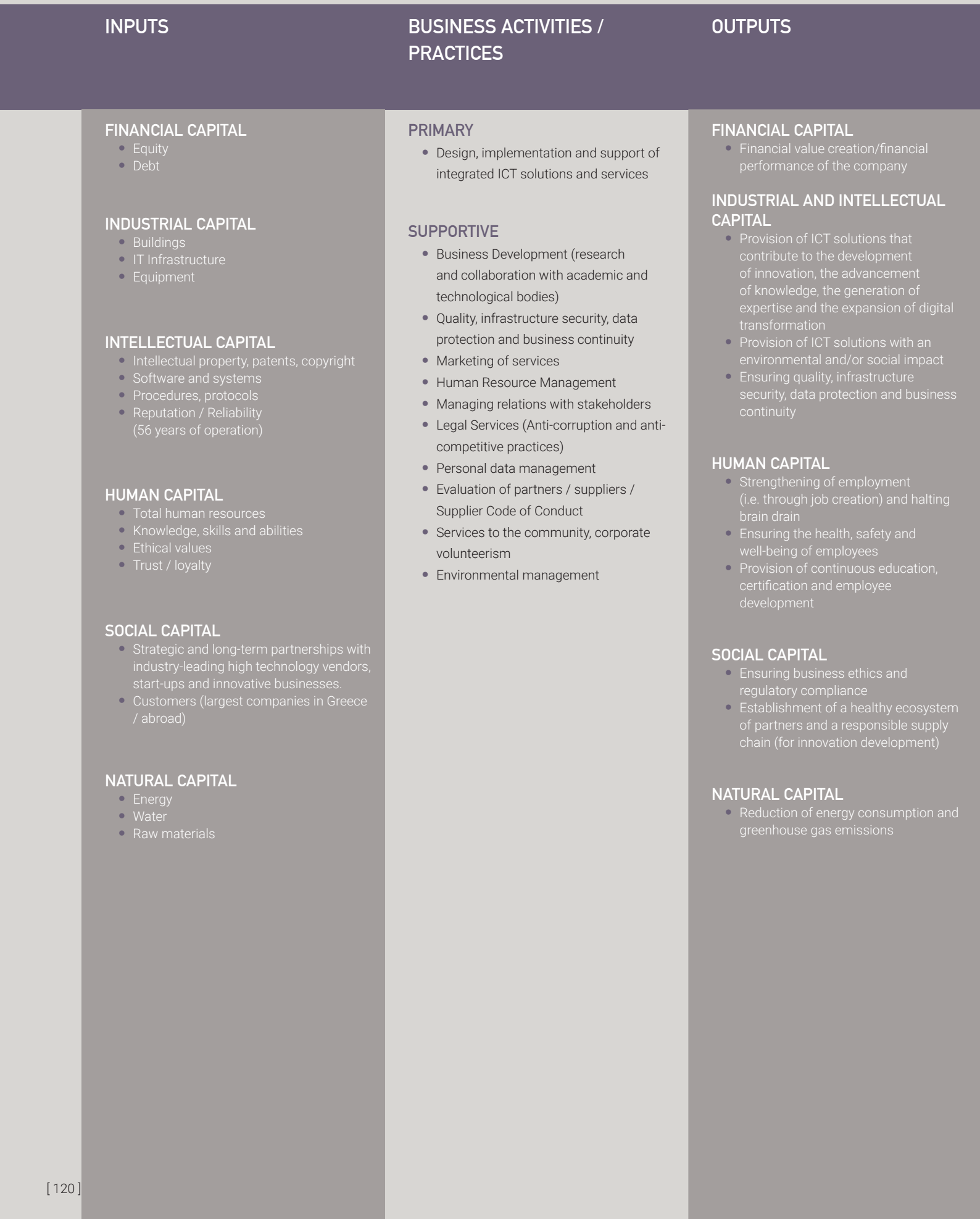
Uni Systems' aim is to remain an organisation with a positive social footprint that respects people and societies around its activities. Within this context, and in close collaboration with Quest Group and its subsidiaries, the company chooses to return value through specific socially responsible activities. As regards the contribution to society, main focus lays on strengthening the academic community in supporting new talents in the information technology sector,

as well as student groups and young professionals in the field of computer science. At the same time, other activities such as the initiative for the financial support of Mitera-Center for the Protection of the Child of Attica, the support to Save Food initiative, "Boroume", as well as the donation of technological equipment to schools and institutions, are being implemented to enhance our social aim.

²More information is available in section "Contribution to Quest Group Society".

Value Creation <IR>

OUR BUSINESS MODEL FOR SUSTAINABLE DEVELOPMENT



OUTCOMES

Impact for the company

- Increase of market share
- Expansion of activities, introduction / export of expertise through foreign markets
- Penetration into research programs
- Expansion and development of solutions and services portfolio through new partnerships
- Development of innovation and improvement of knowledge through optimal use of new technologies
- Improved competitive advantage
- Operating costs' long-term reduction
- Exalted reputation / leadership
- Increase of human capital / direct job creation
- Increase of productivity
- Improved opportunities for internal mobility
- Talent retention
- Improvement of competitive advantage as employer of choice / best workplace
- Enhancement of the profile of responsible employer
- Ensure social license to operate

OUTCOMES

Company impact toward its stakeholders

GROUP SHAREHOLDERS

- Maintenance and improvement of sound financial position
- Increase of confidence and satisfaction

FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY

- Maintenance and improvement of sound financial position
- Increase of confidence with an emphasis on ESG criteria and satisfaction

CUSTOMERS

- Development of innovation and enhancement of digital transformation
- Improvement of services, internal operations and procedures
- Creation of competitive advantage
- Improvement of productivity
- Maintenance and improvement of sound financial position
- Increase of confidence and satisfaction

SUPPLIERS/PARTNERS

- Indirect job creation
- Innovation development and improvement of knowledge through optimal use of new technologies
- Maintenance and improvement of sound financial position
- Increase of confidence and satisfaction

EMPLOYEES

- Improvement of knowledge and upgrade of skills and competencies
- Improvement of possibility of both internal mobility and off Group
- Productivity boost
- Enhancement of feeling of security and reciprocity
- Morale improvement
- Increase of confidence and satisfaction

REGULATORY AND BUSINESS BODIES

- Innovation development and improvement of knowledge through optimal use of new technologies
- Increased confidence and satisfaction

OUTCOMES

Company impact on the economy, society and the environment



Uni Systems

**Charter for Sustainable Development,
Significance and Limits**



Charter for Sustainable Development, Significance and Limits

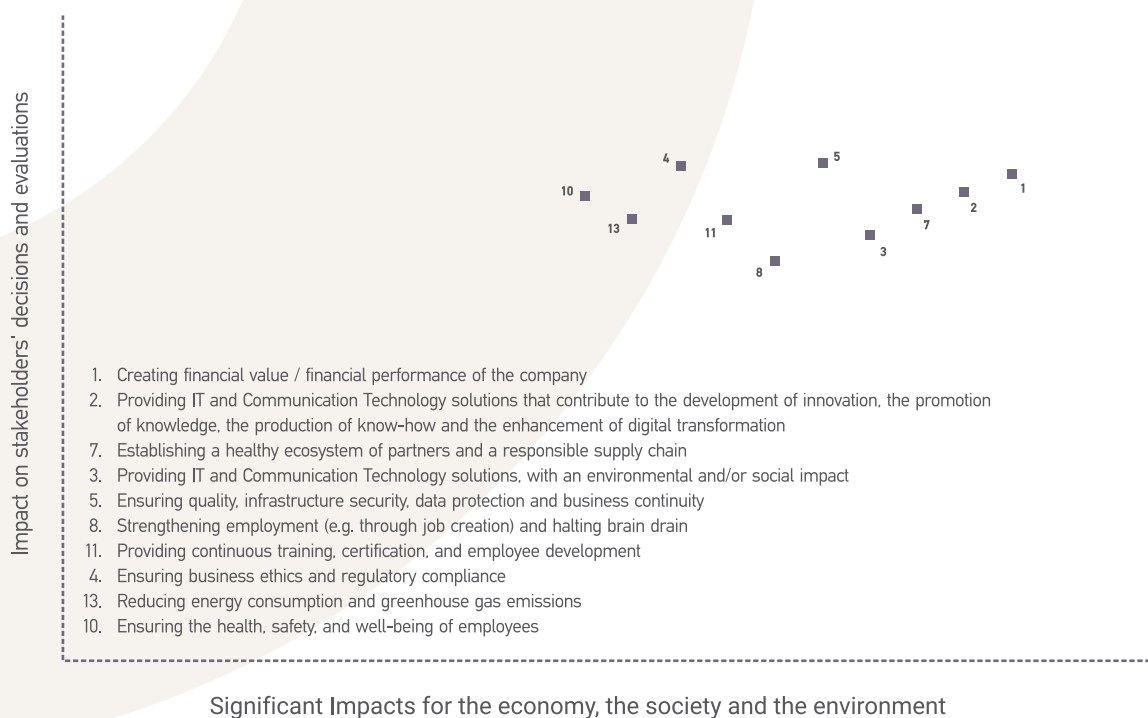
The process of determining the material issues is described in section "Identification of the Sustainable Development Material Issues" of Quest Group's relevant Report. Specifically, for Uni Systems the array of the identified sustainable development issues

that resulted from the process of identifying the most important issues for the Sustainable Development Report 2019 are the following:

1. Financial value creation/financial performance of the company
2. Provision of ICT solutions that contribute to the development of innovation, the advancement of knowledge, the generation of expertise and the expansion of digital transformation
3. Provision of ICT solutions with an environmental and/or social impact
4. Ensuring business ethics and regulatory compliance
5. Ensuring quality, infrastructure security, data protection and business continuity
6. Adoption of responsible marketing and communication practices
7. Establishment of a healthy ecosystem of partners and a responsible supply chain (for innovation development)
8. Strengthening of employment (e.g. through job creation) and halting brain drain
9. Provision of timely and competitive remuneration/benefits to employees
10. Ensuring the health, safety and well-being of employees
11. Provision of continuous education, certification and employee development
12. Protection of human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)
13. Reduction of energy consumption and greenhouse gas emissions
14. Adoption of recycling and circular economy practices
15. Reduction of water consumption
16. Participation in charitable activities and organization of voluntary employee activities

Respectively, the Materiality Map that follows presents the results (material issues) of the above process for Uni Systems.

Uni Systems - Materiality Analysis 2019



In addition, the information shown in the table below, which is based on the requirements of the GRI Standards, presents the material issues that have arisen:

1. Why every issue is material:

- Which stakeholders are affected by the company's material issues that matter the most (based on the results of the research on the materiality of sustainable development issues*).
- What are the UN Sustainable Development Goals to which the company contributes (broader economic, social and/or environmental impacts).

2. Who makes these impacts:

Each impact may occur at a different phase in the company's value chain. Consequently, some impacts are made directly by the Group and some indirectly by a third party whose activities are related to the Group (downstream or upstream).

| Material Issue | Why is the issue material | | Impact limits | |
|--|---|---|----------------------------|---|
| | Wider economic, social and/or environmental impacts caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue* | Impact caused by the Group | Interested parties outside the Company that may cause or be associated with the impacts of the issue |
| Financial value creation/ financial performance of the company |  | <ul style="list-style-type: none"> • Shareholders • Clients • Suppliers / Associates • Employees | ✓ | <ul style="list-style-type: none"> • Clients • Suppliers / Associates |
| Provision of ICT solutions that contribute to the development of innovation, the advancement of knowledge, the generation of expertise and the expansion of digital transformation |  | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Employees • Business Community • Financial Bodies / Investment Community | ✓ | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Business Community |
| Establishment of a healthy partner ecosystem and a responsible supply chain (for innovation development) |   | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates • Business Community |
| Provision of ICT solutions with an environmental and/or social impact |  | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Business Community |
| Ensuring quality, infrastructure security, data protection and business continuity |   | <ul style="list-style-type: none"> • Employees • Clients • Suppliers / Associates • Shareholders | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates |
| Ensuring business ethics and regulatory compliance |  | <ul style="list-style-type: none"> • Employees • Clients • Suppliers / Associates • Shareholders • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates • Regulatory and business entities |

| Material Issue | Why is the issue material | | Impact limits | |
|---|---|--|----------------------------|---|
| | Wider economic, social and/or environmental impacts caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue* | Impact caused by the Group | Interested parties outside the Company that may cause or be associated with the impacts of the issue |
| Strengthening of employment (i.e. through job creation) and halting brain drain |  | <ul style="list-style-type: none"> • Employees • Clients • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Clients |
| Provision of continuous education, certification and employee development |    | <ul style="list-style-type: none"> • Employees • Clients • Suppliers / Associates | ✓ | <ul style="list-style-type: none"> • Clients |
| Ensuring the health, safety and well-being of employees |   | <ul style="list-style-type: none"> • Employees • Clients • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Clients • Suppliers / Associates |
| Reduction of energy consumption and greenhouse gas emissions |  | <ul style="list-style-type: none"> • Shareholders | ✓ | <ul style="list-style-type: none"> • Clients • Suppliers / Associates • Regulatory and business entities |

Uni Systems

Material Issues



Material Issues

Financial value creation/financial performance of the company



How we address the issue

The financial performance of the company and the creation of financial value that is produced and distributed concern all stakeholders, since economic growth and stability are the springboard of creation. Serves as the basis for strengthening all sectors, for increasing the confidence and satisfaction of shareholders, of financial institutions and investment community, while it enhances the sense of safety among employees, partners and suppliers.

The creation of economic value is based on a five-year development plan, implemented according to a specific time-frame, to which all company's productive sectors contribute.

At the same time, fixed mechanisms, such as the departments of Budget and Audit, Credit Control and Internal Audit, review the financial data on a monthly basis.

Uni Systems has an average annual growth rate of 9% over the last 5 years, while the international activities contribution soared from € 16 million to € 51 million in the corresponding period with a compound annual growth rate of 26%.

In terms of industries, revenues derive by 43% from international markets, by 36% from the financial sector, by 11% from telecommunications operators and private companies and by 10% from the Greek public sector.

The company's international expansion in the markets of the institutions, agencies and other bodies of the European Union as well as in major organizations of SE Europe, started 10 years ago and was proved to be a noteworthy and strategic initiative. As a result, today, new opportunities, significant financial benefits and value emerge for the benefit of our stakeholders.

Major customers include Alpha Bank, the European Commission's Directorate-General for Informatics, SIA, the European Chemicals Agency, Cosmote, the European Medicines Agency, the Hellenic Ministry of Finance, EU-LISA, the Council of the European Union, the Athens Stock Exchange, WIND, the European Securities and Markets Authority, the European Parliament, and more. It is worth noting that, more than 42 Organizations and Institutions of the European Union are part of our customer base.



Our performance / Our goals

In terms of revenue, in 2019 we broke down the barrier of € 100m, which amounted to € 116 million, achieving a total growth of 29% compared to 2018, EBITDA profits amounted to € 5.6 million (increased by 111 % from 2018), while earnings before taxes (EBT) amounted to € 2.4 million, higher by 345% compared to 2018.

For the first time after several years, a significant growth was marked in the internal market, which reached 22%; its revenues derived mainly from the financial sector, while the growth from international markets, compared to 2018, reached 39% (from € 37.4 million in 2018 to € 51 million in 2019), with the main market being that of the EU institutions.

More than 30 new major projects in the Greek market and 16 new service contracts from European Union institutions with a total budget of € 86 million were awarded to Uni Systems in 2019.

For 2020, the initial estimates included maintenance of revenue streams at the same levels. Despite the onset of the COVID-19 pandemic, the activity and financial stability of our company is estimated not to be significantly affected, at least in the medium term, given the outstanding balance of contracts amounting to more than € 250 million.

| Direct economic value | | 2019 |
|------------------------------------|--------------------------------|-------------|
| Financial value generated: | | |
| total revenue/sales | | 116,561,019 |
| Financial value distributed | Operating costs | 79,481,609 |
| | Employee salaries and benefits | 33,037,962 |
| | Payments to financing bodies | 2,015,000 |
| | Payments to statutory bodies | 10,425,055 |
| | Social investments | 62,758 |

| Payment of Taxes and Contributions | |
|------------------------------------|-------------------|
| | 2019 |
| Payment of VAT | 9,965,186 |
| Social Security contributions | 9,880,997 |
| Payment of payroll tax (FMY) | 4,104,314 |
| Payment of other taxes | 563,938 |
| Total | 24,514,435 |

| Group Net Loan Liabilities & Leverage | | |
|---------------------------------------|------------|------------|
| (€ x 1000) | 31/12/2018 | 31/12/2019 |
| Total borrowing (Note 20) | 12 | - |
| Leased liabilities IFRS 16 | 5,784 | 5,588 |
| Minus: | | |
| Net cash and cash equivalents | -7,797 | -11,745 |
| Net borrowing | -2,001 | -6,156 |
| Total equity | 27,653 | 26,473 |
| Total capital employed | 25,652 | 20,316 |
| Leverage factor | -7.80% | -30.30% |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|--|
| Improvement in revenue, EBITDA - EBT - €105 million - EBT 3% EBITDA 4.1%. | 29% revenue increase, 111% EBITDA and 345% EBT. | Maintain levels of revenue, EBITDA 8%, EBT more than 5%. |



Provision of ICT solutions that contribute to the development of innovation, the advancement of knowledge, the generation of expertise and the expansion of digital transformation



How we address the issue

We are at a pivotal point in the history of information technology; emerging technologies are steadily gaining market share as organizations realize their importance in the needs that arise. At

Uni Systems, we remain at the top of the ICT market as a result of our ability to transform, to evolve, to comply with current demands and to holistically approach the needs of our clients.

The company's operating framework evolves dynamically and includes the following guiding principles:

- Management team's commitment to a 5-year development plan.
- Development of a framework of principles and values, which governs our relationship with customers, as well as employee relationships.

- Policies and procedures' modernisation, ensuring that our services are designed and provided in a systematic way.
- Development of strategic partnerships with internationally recognized, creditworthy and specialized suppliers and partners.
- Constant adaptation to new technological platforms and solutions.
- Provision of specialised human resources and infrastructure required to implement our strategic goals.
- Development of methods and procedures that measure processes and identify the actions required for further improvement.
- Human Resources Development.

Client Service and Satisfaction

With priority given to the effective customer service, we develop solutions and provide value added services in view of our clients' digital transformation plans, their transition to an environment that allows the flow of innovation and their sustainable development.

Based on our Quality Assurance Policy applied, we regularly monitor the satisfaction of our customers; a key point of this Policy is the annual Customer Satisfaction Survey, being conducted among selected customer groups, as defined in the "Customer Satisfaction Measurement" procedure.

Evolution and Innovation of Services, Integrated Solutions and Products

Significant know-how is being transferred to our technical teams through their engagement in large-scale projects implemented across Europe; they extract knowledge and develop their skills through their exposure to international projects related to cutting-edge technologies. Projects that entail cloud solutions, IT security, managed services, DevOps, big data analytics and more are being implemented and made available through a series of value-added consulting services.

Our performance / Our goals

Customer Service and Satisfaction

In 2019, a highly targeted survey was conducted and customer satisfaction results were measured in three distinct areas:

- The client base of non EU customers, Telecommunications Sector, Banking, Public, International and Private sector clients included.
- EU customers to whom Uni Systems exclusively delivers services required by the contract.
- EU customers to whom Uni Systems provides services and participates as member in a consortium.

The segmentation of the survey per sector was a necessary step toward deciphering the success factors of each sector and setting further targeted improvement actions.

The questionnaires were sent to representatives of a total of 65 Customers.

Participating Customers

| | |
|--|----|
| Private organizations | 11 |
| International organizations | 15 |
| Local authorities | 16 |
| Local regions | 4 |
| Organizations of the wider public sector | 10 |
| Telecommunication providers | 3 |
| Banking & Financial institutions | 6 |

The aim was to measure the degree of customer satisfaction according to the following criteria:

- Uni Systems Profile overall assessment.
- The skills of its employees.
- Regular communication and dissemination of information.
- Response to customer’s demands/needs.
- Human resources cooperation.
- Quality of services.
- Quality of supporting documentation.

| Customer Satisfaction Survey Results | |
|--------------------------------------|-----|
| Excellent / Above average rating | 65% |
| Moderate satisfaction | 16% |
| Needs improvement / Non-satisfactory | 18% |
| Not Applicable/No Answer | 1% |

According to the survey findings, the main suggestions for improvement concern the following areas:

- The software development architecture should be more innovative.
- More detailed supporting documentation in software delivery is necessary.
- The delivery schedules should be kept without extensions.

We took the survey findings into serious consideration and we adopted measures toward the improvement of our internal processes. Specifically:

- A new Business Unit has been established, for Innovation, Research and Development; aim of the new BU is to develop meaningful collaborations with academic and other institutions to elaborate on new technologies and benefit from research activity.
- Experienced architects have been selected to staff a new scheme within the Technical Division for Software Development; the team will be responsible for the architecture design of the offered solutions and will be guiding the implementation teams in all software development lifecycle.
- The Quality Assurance Team has been expanded to be able to participate in complex projects in order to monitor compliance, improve the quality of deliverables, and support the dissemination of best practices across software development teams.
- Collaboration platforms have been installed and are widely used by development teams to enable monitoring of activities, and timely identification of issues that may result to delays.
- To empower continuous skill development, online training has been offered to Uni Systems employees through various platforms; each annual employee evaluation is accompanied by a training plan, adapted to the needs of the employee profile

to ensure continuous improvement and updating of knowledge (learning path).

- Business Development teams have been created in all commercial Business Units.

In 2019, we received a complaint regarding specific delays in delivery dates, as well as for the absence of an experienced architect to lead the implementation team. We addressed it by proceeding to an immediate investigation, took corrective actions and informed accordingly the client; during the last Steering Committee meeting, the specific client acknowledged that there was an obvious improvement in the services provided.

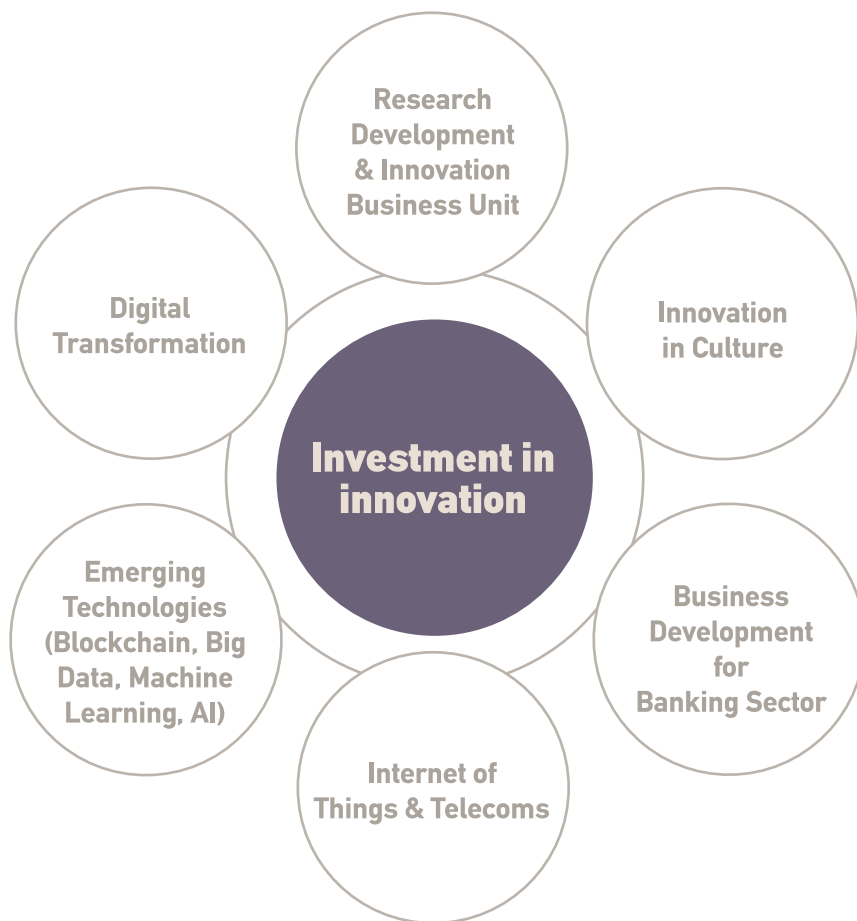
Our Quality Assurance Department closely monitors the improvement measures and processes in terms of effectiveness and briefs respectively the CEO and the Business Unit Directors on a quarterly basis.

Innovation and Evolution of Services, Integrated Solutions and Products

During 2019, special emphasis was placed on the upgrade of existing services and solutions portfolio, as well as on the adoption of new ones. To that end, a series of investments have been recorded:

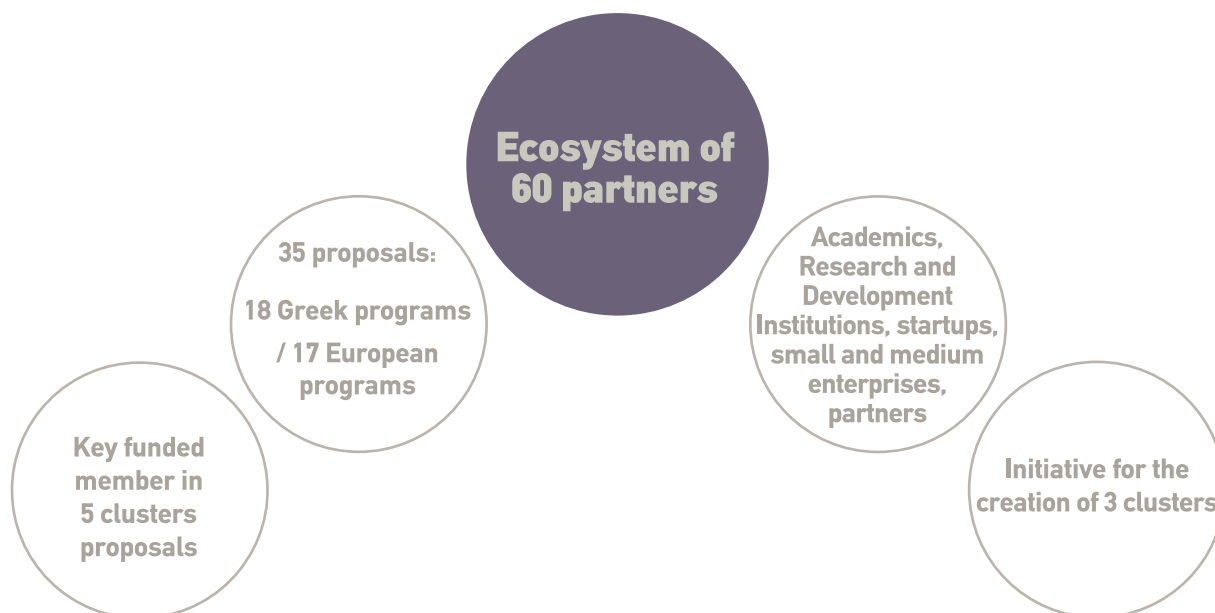
Investment in Innovation, Research and Development

In 2018, Innovation, Research and Development Business Unit was established with main mission to expand the activities in the field of Research and Development, Innovation and emerging technologies as well as the penetration into new markets. The inauguration of the new unit was followed by extensive investigation among academic and technological institutions, with the purpose of generating knowledge through the optimal use of emerging technologies.



The newly established Business Unit, during 2019 submitted several proposals for Research and Innovation projects in both European

funding programs (e.g. Horizon, UIA, CEF), and Greek similar programs (e.g. Research>Create>Innovate, Innovation Clusters-NSRF).



More specifically:

- A reliable ecosystem of 60 partners was developed to support the overall effort. It includes university and academic institutions, technological and research and development institutions, start-ups, small and medium enterprises with noteworthy expertise, clients and partners.
- A total of 35 proposals were submitted under the budget of € 91 million. Out of these proposals, 18 were submitted to Greek Programmes and 17 to European Programmes, 13 of which

were part of the Horizon 2020. As a result, 5 European projects with a total value of € 1.8 million were awarded.

- We participated as a key funded member in 5 AI clusters, Smart City, Industry 4.0, Canabis, eHealth.
- We undertook the initiative for the creation, preparation and submission of 3 innovation clusters, namely, IoT, Digital Construction, and Culture.
- A new strategy for Smart Cities and Urban Development was drawn (Smart mobility, Smart Parking, Smart Water).
- Opportunities for the development of IoT solutions in various market segments were addressed and a comprehensive portfolio of value-added solutions and services has been developed, aiming at covering a wide range of customer service. It includes systems and platform integration, software customization and smart applications for Cities, Buildings, Health, Tourism, and Agriculture.
- New practices have been developed and promoted to transform customer products into integrated experience platforms (Smart Products).
- A Blockchain incubator team was created to identify methods of business innovation and transfer of know-how, to enhance organizational skills, and to promote activities, expectations, tools, experience as well as to support penetration in the domestic and international market.
- New Big Data analysis practices and a related Center of Excellence were developed. A new department was created to address the Big Data Analytics technologies challenges.
- Further synergies were developed among Quest Group companies to tackle innovation issues.
- The topics of Industry 4.0 and Innovation were approached.

At the same time, in terms of our overall performance toward innovation development, knowledge advancement, expertise improvement and enhancing digital transformation, the following have been recorded:

- Business Development working groups were created in all commercial Business Units to study global market trends, explore business opportunities, evaluate new partnerships, expand collaboration with sales teams, and, finally, to optimally serve better the needs of our customers.
 - o Specifically, the Business Development effort of the Financial sector for the years 2020 and 2021 focuses on solutions that concern: (a) the digital transformation of its clients, (b) the Artificial Intelligence in the fight against fraud (Anti-Fraud), (c) Robotics Process Automation (RPA) - we renewed our partnership with the leading company in the Gartner and Everest Group's Magic Quadrants, UiPath, (d) Data Governance through artificial intelligence (AI) and Machine Learning (ML) technologies, (e) Loan Origination (LO) & Digital OnBoarding, having developed a partnership with Newgen Software for its globally renowned platform. In this context, we would particularly emphasise on our Legacy Application Modernization system, which has been developed internally in order to meet the challenges faced by banking organizations in their effort to modernise legacy applications and manage their transition to a new digital environment, at a lower cost and greater flexibility.
 - o When it comes to internally developed solutions, we should

also mention Data Retention (xDR), a solution that allows Telecommunication and internet service providers to collect and retain big data, to facilitate quick search and statistics management, while extracting automated results and enabling policy creation to ensure unchanged data. These operations allow organisations to comply with the relevant data retention regulation.

- Special emphasis is given to Enterprise Information Management and Paperless office, specialized solutions and cloud transition services, digital workplace in remote access technology, automation as well as Infrastructure as a Code.
- Our Technical Software Development Division has developed working groups that were trained in the following subjects:
 - o Big Data Analytics
 - o Blockchain
 - o IoT & FIWARE Integration Platform
- There is also significant activity in the field of cultural organizations' solutions. Specifically: a) CultureMapp solution expands to serve museum and other cultural sites' virtual tours, b) eTicketing solutions are being developed to serve the vertical cultural market's specific needs, and c) emphasis is also given to green solutions for Museums. The renewed portfolio of culture solutions will be presented in 2020.

Digital transformation at Uni Systems

As a company that has been at the forefront of ICT for more than 56 consecutive years, we recognize that continuous transformation is inextricably linked to sustainable development, evolution and innovation. During 2019, and as part of the update at Quest Group's Strategic Business Plan, specific actions have been demarcated to signal a broad Digital Transformation Plan, which includes major digitisation projects for operations and processes, expected to be completed during 2020 and 2021.

- **Digital and electronic signature platform:** Docusign's digital and electronic signature platform for electronic contract management has been deployed since 2018 at Uni Systems. It's been used on a pilot basis by two departments of the company, the Human Resources Department and ACE ERP Department; the benefits of its use highlighted reduction in the environmental footprint and other benefits such as increased efficiency and effectiveness.
- **Internal communication and collaboration platform:** The need for an optimal and more direct flow of internal communication was reflected in previous human resources evaluations and was underlined in the individual discussions of employees with the CEO. From mid-2019, Uni Systems decided to invest in Microsoft Teams platform and make it available to all employees across geographies and functions. For this reason, we proceeded with an investment of € 90 thousand per year for the purchase of Microsoft Office 365 licenses, granted to all employees so that they could work and communicate seamlessly. The platform became fully operational in March 2020.
- **Knowledge management and information platform:** In order to serve the internal user's need for greater and more complete information regarding the company's expertise in different

technologies and methodologies, a new project was initiated; a detailed register of the projects implemented by the Software Development Technical Division was created and uploaded on Confluence platform, which as a knowledge management tool, allows more than 200 members of the team to access projects and implementations, methodologies and technologies and gain valuable knowledge and information.

- **Electronic Human Resource Recruitment Management:** To facilitate and speed up the recruitment process, an electronic system enabling digital recruitment processes and budget management has been launched since 2018. The system is integrated into the HRMS platform used by all workforce.

For 2020 and 2021, Uni Systems' digital transformation plan includes the following implementations:

- **Exchange Online:** The installation and configuration of the necessary infrastructure to host Exchange Online and its migration to Microsoft Azure cloud is currently being implemented to cover the emails of the entire employee base. Email operations will be centralized and made available from a single database for unhindered access to electronic

communication from anywhere, anytime and safely.

- **Fileserver on Cloud:** The digital transformation plans for the fileserver include transfer of the central server to Microsoft Azure by the end of 2020 resulting in the creation of a central storage point that will serve the employees with greater flexibility and will be armed by strict security policies.
- **Disaster Recovery for central applications:** To further improve the disaster recovery plan, a second infrastructure is being prepared to host central applications that serve a significant number of clients and employees, currently being served through other Data Center operations. The specific infrastructure already hosts the central human resource management system while time allocation applications and Citrix remote access infrastructure are expected to be transferred within the coming months by the end of 2020.
- **Knowledge management and information platform:** The extension of the operation of Confluence knowledge management platform to the Technical Division ICT & Managed Services within 2020 is expected to further enrich the platform with information and cover the needs of 190 more engineers, members of the specific Division.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| <ul style="list-style-type: none"> • Customer satisfaction: rating above "satisfactory" in a percentage of over 50%. • Continuous performance improvement. • Investment in Innovation, Research and Development. • Establishment of Business Development teams. | <ul style="list-style-type: none"> • Rating excellent/more than "satisfactory" 65%. • Improvement proposals were adopted, specifically: 1) reorganization of production teams, 2) further investment in innovation, 3) strengthening of the Quality Assurance team, 4) cooperation platforms have been utilized, 5) additional training opportunities. • Creation of 60+ partners ecosystem. • 35 proposals with a total budget of € 91 million. • Key funded member in 5 clusters' proposals. • A new strategy for Smart Cities was created. • Submission of proposals for 3 innovation clusters. • Synergies were developed between other Quest Group companies. • Analysis of market trends and data - expansion of portfolio of solutions. | <ul style="list-style-type: none"> • Satisfaction rate above 70%. • Consideration of further improvement suggestions/corrective actions, where required. • Wider reorganization of production teams for greater flexibility and adaptation to project requirements. • Continuation of the investment in innovation, specifically: 1) new collaborations, 2) submission of a bigger number of proposals / more than 40. • Promotion of new solutions to clients • New partnerships and further enrichment of solutions' portfolio with innovative digital solutions. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|--|
| <ul style="list-style-type: none"> • Investment in emerging technology solutions • New solutions for cultural institutions. • Evolution of digital transformation within the company, use of a digital platform to improve internal communication. | <ul style="list-style-type: none"> • A Blockchain incubation team was created. • A Big Data team was created. • Elaboration of innovative solutions in the cultural sector - new collaborations have been developed. • Pilot use of digital and electronic signature platform. • Start of implementation of internal communication platform. • Pilot use of knowledge management and information platform for Software Development teams. | <ul style="list-style-type: none"> • More projects in the field of emerging technologies were undertaken. • E-Ticketing and Green Museum solutions for the cultural sector. • Full adoption of Microsoft Teams internal communication & collaboration platform. • Implementation of Exchange Online, migration to Microsoft Azure: email centralisation for seamless access to information. • Transfer of central server and applications to the cloud for continuous access to information. • Adoption of knowledge and information management platform by other departments. |



Establishment of a healthy partner ecosystem and a responsible supply chain (for innovation development)

How we address the issue



Being aware of our position in the market, our commercial relationship with partners and suppliers and taking into account the primary need to provide solutions that enhance our clients' sustainable development, we take the necessary steps toward strengthening our partner ecosystem for the benefit of all stakeholders. For us, at Uni Systems, it is important to operate within a healthy and reliable ecosystem. To that end, it is important for us to evaluate partners and customers prior to the commencement of any business relationship.

- We apply Quest Group's Procurement Policy and select our partners and suppliers based on the Group's Code of Conduct.
- We conduct thorough research prior to our collaborations, taking into account the business background of the candidate partner, possible violations of the code of business and commercial ethics, bribery practices, acceptance of diversity and gender equality, business fair play. At the same time, we examine in depth the reliability, expertise, and performance of the candidate partner.
- Our database counts more than 1,350 suppliers and partners. We evaluate annually the existing partnerships based on

specific procedures, the quality of services and the level of cooperation. The same procedure is followed for the admission of new suppliers and partners by monitoring their corporate and financial data (Government Gazette, balance sheets, etc.).

- Our Quality Assurance Policy safeguards the quality of products and services provided as well as their flexibility to meet market demands.
- Credit Control department, evaluates the new customers in advance under a specific procedure, which includes mainly control of financial data through accredited Credit Risk Management services. At the same time, a similar audit is carried out at regular intervals for existing customers. In case of findings that may jeopardize the position and liquidity of the company and/or our partners, we take action in order to defend our common interests. For example, customers that lacked creditworthiness were requested to clear balance in cash, or to prepay a significant part of it.
- As far as our international suppliers and partners are concerned, we take into thorough consideration their ratings from international intelligence companies such as Gartner, Forrester, etc.

Our performance / Our goals

To begin with, 2019 was marked as an interesting year in which our partners' ecosystem evolved both in terms of diversity and size.

Although we do not evaluate new suppliers based on environmental or social criteria, we set a series of evaluation criteria that match our operating needs.

Supplier Evaluation

Based on our Quality Assurance Policy and the applied Supplier and Subcontractor Evaluation process, we evaluate the performance of our partners on an annual basis. The sample of partners to be evaluated is determined by the Management team on the basis of the following criteria:

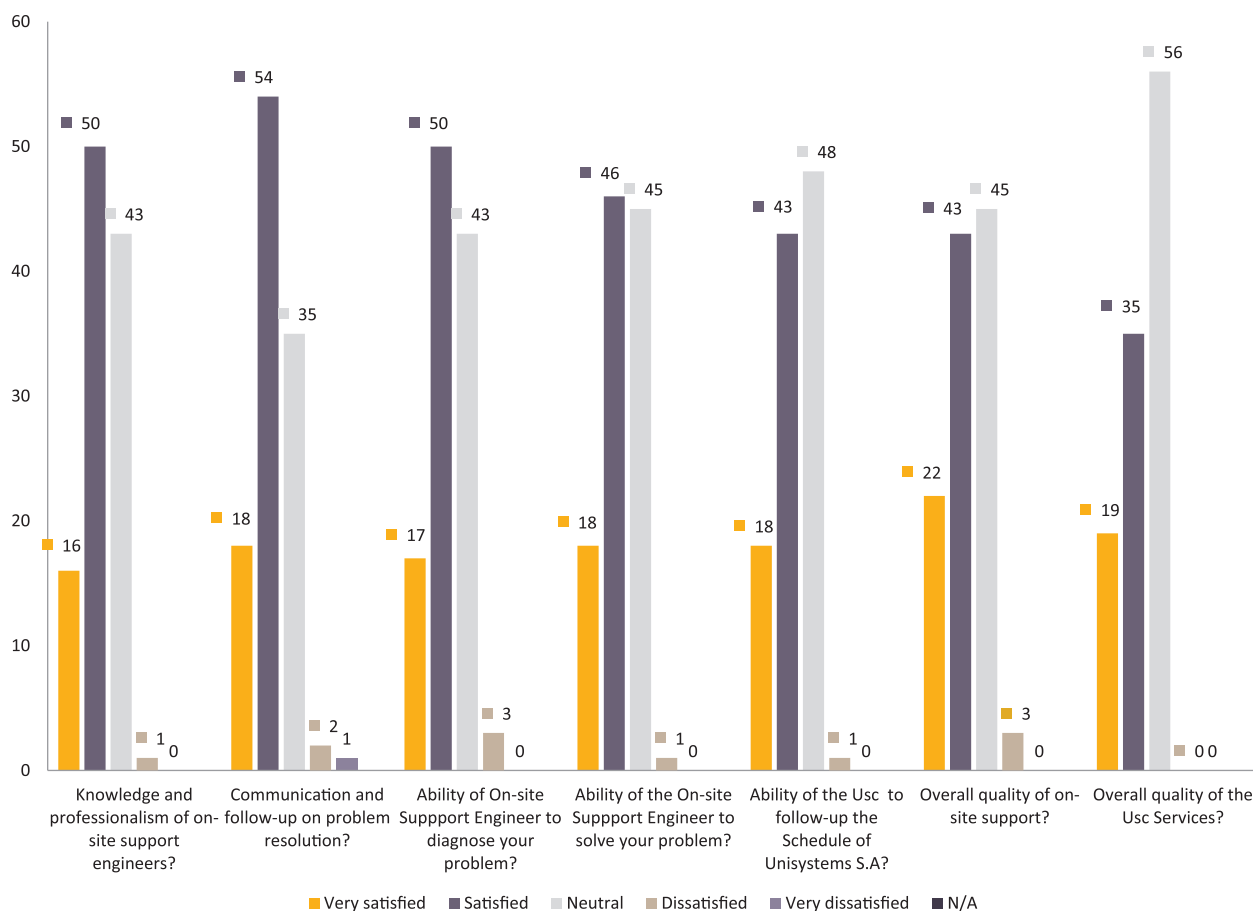
- The level of contribution to the generation of value toward our end customers.
- Their current involvement in the implementation of the projects.
- Their rating in the previous evaluation.
- Their importance in regards to the company's strategic plans.

In October 2019, the Executive Committee responsible for the evaluation of the partners and suppliers' base, has been convened to assess their performance; hardware, software and service providers were all evaluated based on the above criteria. The Committee, after having examined the relevant data, decided that there was no reason to modify the list of the accredited suppliers.

When it comes to the external technical support partners (USC), a dedicated Help Desk's Committee came together in June 2019 to evaluate the nationwide network. The process resulted in the classification of the external partners with the use of a specific questionnaire, while the list of the "unsatisfactory" technical partners was updated. This year's evaluation showed that there was no need to terminate cooperation with any member of the existing network.

The chart below highlights the findings of the evaluation by criterion and the aggregate representation of the ranking of 110 technicians was included in the USC network.

UNI SYSTEMS SUPPORT CENTER PARTNER EVALUATION



New, diverse ecosystem for Research, Development and Innovation

Since the beginning of 2019, a plan for the development of cooperation with academics (universities, research centers and Research and Development Centers), smaller start-ups, small and medium-sized enterprises with specific expertise, other institutions, existing partners, and individuals has been put into effect aiming at the creation of an ecosystem that will enable innovation. Based on this, the company's activity in Research and Development programs and the recognition of opportunities at an international level were significantly strengthened, while at the same time significant expertise was gained.

To that end, the company established reliable and strong collaborations with the extensive Innovation Ecosystem in Greece with the following results:

- A robust and reliable ecosystem of 60 partners was created.
- There have been signed more than 15 Non-Disclosure Agreements with universities, more than 8 Memoranda of Understanding for specific projects, and over 5 with Research and Development institutions.
- Collaborations with small and medium-sized enterprises and start-ups exceeded 30.
- Successful joint participation in more than 7 commercial projects.

The strategy for 2020 indicates further investment in the cooperation network expected to enable penetration into new markets and better utilisation of new technologies, thus, multiple benefits in the journey of knowledge.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|--|
| <p>Continuous revision of strategic collaborations both in terms of technology and implementation.</p> <p>Expansion of partnerships and development of new ones for the purposes of Research, Development and Innovation Business Unit.</p> | <ul style="list-style-type: none"> • Successful implementation of credit control procedures. • Assessment of suppliers and retention of existing ones. • Expansion of technology partners network for successful implementations. • Development of 60+ new partnerships to cover the activities of the Directorate of Research, Development & Innovation Business Unit. • Signed confidentiality Agreements with 15+ university bodies. • Signing of 13 Memoranda of Cooperation. • More than 30 partnerships with start-ups. • Utilization of partnerships in more than 7 projects. | <p>Maintaining and expanding the network of partnerships.</p> <ul style="list-style-type: none"> • Strategy to develop and create more innovation clusters. • Continuation of expansion of Research and Innovation Network with an emphasis on foreign bodies. • Exploration of new partnerships with private and public bodies. • Expansion to new markets. • Incentive groups for new technologies. |



Provision of ICT solutions with an environmental and/or social impact

How we address the issue



The planet is rapidly urbanizing. The 4th Industrial Revolution is in full swing and the innovations follow one another with incredible speed. Healthcare is trying to find affordable answers to the growing aging population as new epidemics spread, while the worlds of transport and supply chain are changing forever. Significant challenges require smart solutions and a specific strategy for sustainable development while traditional ways are becoming obsolete.

We are at the epicenter of a digital revolution that is shaping business and everyday life of societies: anything that can be interconnected will be interconnected for societies to enjoy a "Smarter Life". The social and environmental footprint of companies in all sectors is now more than crucial both for the societies that surround them and for the sustainable development of the organizations themselves. For us, at Uni Systems, the pathway to the sustainable development is guided by ICT, which has the dynamics to redefine business in a

world that is changing daily and rapidly.

The ecosystem of our stakeholders supports and strengthens our pursuit to provide solutions and services that positively impact societies and the environment.

Our environmental orientation is underlined by the certification according to the ISO 14001:2015 standard for the design and

provision of system integration services, sales and support of systems, data networks and voice communication, software design, development and support, data center services, training services and practical support and digitization, post-processing and documentation of material services.

Our performance / Our goals

Actions and collaborations of the Innovation, Research and Development Directorate

In this changing context, the Innovation, Research and Development Business Unit is working toward the creation of a new framework of cooperation, in which the flow of information is expected to strengthen innovative services and develop the Data Economy. At the same time, we create solutions and new collaborative models, in which humans have a key role; their needs must be served by technology, innovation and talent. Key technology areas are Industry 4.0, Cognitive Computing & Data Analytics, Internet of Things, next generation infrastructure and applications, collaborative workplaces, Blockchain, Smart Mobility, Smart City eSolutions, e-Health, Smart Energy, Cybersecurity and Cloud solutions.

All of the proposals and projects managed by our new Business Unit concern Research, Development and Innovation, key elements of the Europe 2020 strategy. Detailed information is included in the material issue "Provision of ICT solutions that contribute to the development of innovation, the advancement of knowledge, the generation of expertise and the expansion of digital transformation".

Projects with environmental and social impact

The European Commission's digital agenda elaborates on a digital transformation plan that benefits all European citizens, with solutions that prioritize human capital, under three main pillars: a) technology at the service of people, b) a fair and competitive digital economy, and c) an open, democratic and sustainable society.

Within this context, Uni Systems, through the implementation of projects in the markets in which operates, serves the digital agenda and policies of EU and its Member States with the aim of ensuring positive impacts and multiple benefits for the citizens. Our activity in these markets requires in-depth knowledge of the regulatory frameworks, legislation and procedures that govern them and, therefore, expertise and know-how of these vertical sectors, their specific needs and solutions that are of special importance and value.

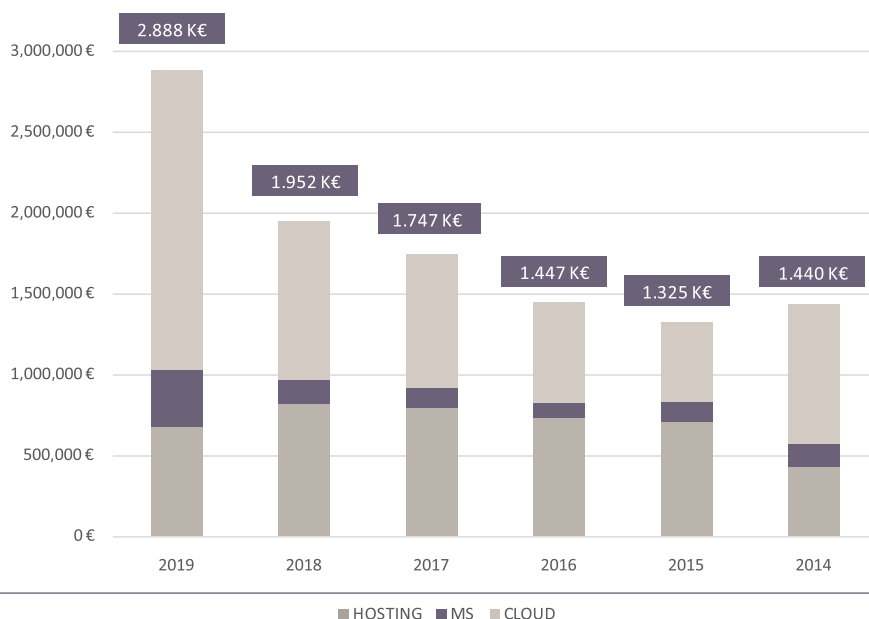
Uni Systems, in order to be able to further specialize the services provided to its customers, has split its activities into distinct sectors. Of these, Justice, Home Affairs and Institutions, and Health sectors stand out; it is worth mentioning that the European Chemicals Agency is among our 5 greatest customers in terms of revenue.

| Projects with a positive impact on Health, Energy, Justice and Institutional Affairs | | |
|--|--|---|
| Health Sector | Energy Sector | Justice, Institutional & Interior Affairs Sector |
| European Centre for Disease Prevention and Control (ECDC) | Agency for the Cooperation of Energy Regulators (ACER) | European Union Agency for Law Enforcement Training (CEPOL) |
| European Chemicals Agency (ECHA) | DG-Climate | European Asylum Support Office (EASO) |
| European Medicines Agency (EMA) | Department for Business, Energy and Industrial Strategy, Government UK | European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) |
| Greek National Health Service Organization | | Publications Office |
| Regional Health Directorate, District Health Directorate of Crete | | Hellenic Republic, Ministry of Interior |
| General Hospital of Syros Island | | Hellenic Republic, Council of State |
| General Hospital of Naxos Island | | Hellenic Republic, Ministry of Justice |
| | | Legal Council of the Hellenic State |

Environmentally friendly solutions

- Our hardware suppliers are multinational companies that comply with or follow the environmental standards, for example Unisys, HPE, Dell, Cisco, Genesys, and more. In 2019, the highest percentage of our infrastructure revenue, thus 48%, came from Unisys solutions, a company that maintains a very specific strategy, participates in the Carbon Disclosure Project and is committed not to have products with non-compliant substances with the EU Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation.
- In the digitally mature markets, we propose and implement cloud solutions, which have a smaller energy footprint. Their acceptance by our clients is evident by the steady growth of the complex annual growth rate of our data center and cloud solutions, increased by 7% in the last six years. Especially for 2019, the relevant revenues increased by 48% compared to the previous year. In addition, as a cloud service provider, we are able to integrate energy use and provide as a Service solutions, to which we have placed particular emphasis in recent years.

DATA CENTER & CLOUD SOLUTIONS



- Our team of Museums, Libraries and Historical Archives, with a very important specialization in the field of Culture, is currently in the process of developing Green solutions for Museums, which are related to the reduction of energy consumption and will be made available at the end of 2020.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|--|
| Creation of new collaborative models that promote the development of solutions with a social or environmental impact. | <ul style="list-style-type: none"> • Extensive circulation & utilization of information. • Design of new solutions. • Adoption of new operating models. • Addressing strategic areas such as Industry 4.0, Cognitive Computing & Data Analytics, Internet of Things, next generation infrastructure and applications, collaborative workplaces, Blockchain, Smart Mobility, Smart City eSolutions, e-Health, Smart Energy, Cybersecurity and Cloud solutions. | <ul style="list-style-type: none"> • Promotion of newly developed solutions with environmental and social impact. • Emphasis on cloud solutions. • Further investments in Research and Development. • Substantial contribution to sustainable development, through the introduction of new ideas in the market, innovative solutions, job creation, productivity and efficient use of available resources. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|---|---|
| <p>Re-organization of production departments based on expertise.</p> <ul style="list-style-type: none"> Suppliers' selection according to environmentally friendly profile. Cloud solutions' adoption for energy saving. | <p>Services specialization for distinct sectors: Justice, Home Affairs and Institutions, Health.</p> <ul style="list-style-type: none"> Our most important suppliers are multinational companies that follow environmental and social standards. Increasing revenues from cloud solutions by 48%. | <ul style="list-style-type: none"> Utilization of the knowledge and expertise that has been generated. Additional projects with environmental and social impact in the EU market and optimal customer service in these areas. Strengthened cooperation with existing partners with environmentally friendly solutions. Continuation of investments in the cloud and revenue growth. |

Ensuring quality, infrastructure security, data protection and business continuity



How we address the issue




For Uni Systems, quality assurance, infrastructure security and business continuity are not subject to negotiation, but a principle on which our operation is based. With main axis our Data Center, we have created and adapted policies, procedures, instructions

and infrastructure, in accordance with the respective certified management systems, in order to fully protect our clients' personal data as well as those of their own users that take advantage of our applications.



Certifications

| | | |
|--|--|--|
| <p>Quality Management System Certification of Conformity EN ISO 9001: 2015, TUV HELLAS (TUV NORD) - Reg. No 041 12 0100</p> | <ul style="list-style-type: none"> Design and Provision of Systems Integration Services Sales and Support of Information Systems, Data and Voice Communication Networks. Software Design, Development and Support Data Center Services Provision of Training Services and Hands on Support Digitization Post - Processing and Documentation of Material Services | |
| <p>Quality Management System Certification of Conformity EN ISO 9001: 2015 (Romania branch) - IQ Net 23009/11/R Reg. No. IT-74881</p> | <ul style="list-style-type: none"> Consulting, implementation and maintenance services for integrated ICT systems | |

| | | |
|---|--|---|
| <p>Security Certification of Conformity ISO/IEC 27001: 2013, TUV HELLAS (TUV NORD) - Reg. No 048 13 0008</p> | <ul style="list-style-type: none"> • Cloud Services including Infrastructure as a Service (IaaS), Platform as a service (PaaS) and Software as a Service (SaaS). • Hosting Services for Information and Communication Technology (ICT) equipment and high availability office facilities in the Company's Data Center. • Professional Services including Design, Installation, Administration and Technical Support of ICT systems. |  |
| <p>Certificate of Conformity of the IT Services System ISO/IEC 20000-1: 2011, TUV HELLAS (TUV NORD) - Reg. No 043 18 0002</p> | <ul style="list-style-type: none"> • Service Management System that supports the Delivery of Application Management, Application Maintenance, and Application Support Services |  |
| <p>Environmental Management System Certification of Conformity EN ISO 14001: 2015, TUV HELLAS (TUV NORD) - Reg. No 042 17 0051</p> | <ul style="list-style-type: none"> • Design and Provision of Systems Integration Services • Sales and Support of Systems, Data and Voice Communication Networks • Software Design, Development and Support • Data Center Services • Provision of Training Services and Hands on Support • Digitization, Post - Processing and Documentation of Material Services |  |

Infrastructure Security and Business Continuity

Data Center

Uni Systems' privately owned and technologically advanced Data Center is our competitive advantage when it comes to increased performance and security; it hosts core infrastructure that serves Quest Group's subsidiaries and clients alike.

The Data Center consists of equipment rooms, UPS and other auxiliary rooms covered by strict quality standards in accordance with the international ones (ISO 9001: 2015 and ISO 27001: 2013). Specifically, the ISO 27001 security management standard is utilized for a series of critical services that ensure protection of the data.

In addition, we ensure the smooth and continuous operation of computer and telecommunications equipment, the uninterrupted

power and cooling supply, security and Data Center services regular upgrades.

As more resources are needed for the smooth operation of the companies supported by our Data Center, new systems are being put in place. Therefore, in 2019, a Network Access Control (NAC) system was designed and installed to enhance control of the networks. The system supports optimal network visibility and access management by enforcing specific policies that apply to corporate network users' devices.

Our performance / Our goals

Personal Data Protection

From day one of General Data Protection Regulation (25/5/2018) application, a systematic investigation and recording of issues related to personal data is being put into place, while relevant registers (Register of Activities, Data Violation, Subject Requests,

etc.) are being kept. The framework is being updated at regular intervals in accordance with the instructions and regulations issued by Data Protection Authority.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. |
| Zero substantiated complaints of customer personal data misuse. | Zero substantiated complaints of customer personal data misuse. | Zero substantiated complaints of customer personal data misuse |
| | | Further optimization of processes and continuous training to employees. |

Infrastructure Security and Business Continuity

No data leakage, alteration incidents, short-term (5 minutes to one hour) or long-term (more than one hour) system shutdowns have been recorded during 2019.

Total availability remained at the same level as in 2018, reaching 99.999%.

- No unscheduled downtime has been recorded during the working days and hours.
- No incidents of non-availability or limited availability due to external attack (denial of service) were detected.

Reorganization of Software Development Technical Division

Our company's expansion and involvement in a significant number of large-scale projects with high standards indicated the need of the creation and adoption of new policies and procedures to further improve the quality of the foresaid projects. Within this context, the Software Development Technical Division has been reorganized, the teams were introduced to new tools and methodologies, and in close cooperation with Quality Assurance department, new policies and procedures have been applied with immediate effect.

In the context of improving the production processes, the following actions have been taken:

Reorganization of Technical Teams

- Establishment of a new department "S/W Technologies & Methodologies" with the responsibility to provide:

- o Consulting, design and architecture services.
- o Presales and Tendering technical support services.
- o Technologies, frameworks and platforms' evaluation and documentation services.
- o Partner evaluation services.
- o Identification, design and implementation of reusable elements, frameworks, best practices and procedures.
- o Participation in Research and Development projects.

- Integration of the Collaborative Platforms & Office Applications teams' activities under the Enterprise Projects structure; strengthening of the teams' performance with experienced consultants from other units of the Technical Division. Moreover, the teams were further enhanced with the incorporation of new engineers who successfully completed the training activities of **Mind the Code** and **SharePoint Onboarding** programs.

Project monitoring procedures and tools

Within the context of this action:

- Software production processes (SDLC) were updated with special emphasis on the stages of software quality control and security.
- New tools were introduced for the human resources management/planning, for the assessment of technical projects' human effort, and supplier management.
- Existing investments with necessary adaptations and new tools have been utilized for monitoring and production of progress reportings.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| <ul style="list-style-type: none"> • Orderly and continuous operation of computer and telecommunication equipment. | <ul style="list-style-type: none"> • A Network Access Control (NAC) system was designed and installed for optimal network control. | <ul style="list-style-type: none"> • Upgrade of Data Center Cloud Services: Emphasis will be placed on services provided through AtomoPlus, HCMaaS, Cloud Mail and Cloud IaaS. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|--|
| <ul style="list-style-type: none"> • Uninterrupted power and cooling supply. • Security and upgrade of Data Center services. • System availability > 99.999% • Zero data violation incidents, which may affect the confidentiality and integrity of data and systems • Improvement of projects' quality | <ul style="list-style-type: none"> • System availability > 99.999% • Zero data breach incidents. • Technical Software Development Division's reorganization. • Adoption of new tools and methodologies & close cooperation with the Quality Assurance Department for the development of new policies and procedures. • Update of software production processes. | <ul style="list-style-type: none"> • Upgrade of IT Services, including file services, exchange, time-sheet and budget applications, and Citrix Access Services. • Upgrade of supporting systems, required for Software Development, such as Jira and other systems that are directly related to the development environment, such as Backup-Restore. • System availability > 99.999% • Zero data breach incidents. • Migration of centralized applications and systems to a second infrastructure to boost the operational continuity and immediate recovery plan in the event of a disaster. • Further reorganization of production teams. • Adoption of new procedures and methodologies on Software lifecycle management. |



Ensuring business ethics and regulatory compliance

How we address the issue



Corruption undermines the sustainable development of companies and pose significant risks to their operations and reputation. Uni Systems operates within a framework composed by a set of business ethics rules that restricts acts of corruption.

We have fully adopted the principles and values set by Quest Group and strictly apply all relevant Policies and Procedures. We apply the zero tolerance philosophy to any deviation from non-compliance with current legislation or any deviation from unethical practices.

Our operation is based on full compliance with a number of standards and regulations that ensure business ethics and regulatory

compliance, such as the Personal Data Protection Regulation, the International Financial Reporting Standards and so on.

Innovation is the key message to our clients across industries that wish to strengthen their efforts toward regulatory compliance; depending on the market in which they operate might be of vital importance.

Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|---|
| <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices • Full compliance with laws and regulations in the social and environmental area | <ul style="list-style-type: none"> • Zero incidents and/or complaints on issues related to: <ul style="list-style-type: none"> o Corruption o Unfair competition o Anti-competitive behavior, anti-trust and monopoly practices. • Full compliance with laws and regulations in the social and environmental area. | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices • Full compliance with laws and regulations in the social and environmental area • Revision of the corporate code of conduct. |

Solutions and services

Having in depth knowledge of the markets in which we operate and the relevant regulatory compliance issues, we propose holistic solutions such as Data Retention xDR platform that covers Privacy, Data Protection and Data Retention issues for telecommunication providers, and Anti-Money Laundering, Risk Management, Fraud Management and Enterprise Case Management platforms for the Financial and Banking sector.

Regulatory Compliance & Risk Management Office

In 2019, a Regulatory Compliance and Risk Management Office was established with the mission to ensure company's regulatory compliance and systematize the Enterprise Risk Management processes. The risk management framework follows the ISO 31000:2018 standard and is part of a broader relevant activity of Quest Group.

Strengthening of employment and halting brain drain

How we address the issue

Brain drain has brought about significant changes in companies' working conditions, especially in the ICT sector, a sector where there is zero unemployment and numerous job vacancies while at the same time companies relocate to countries with greater digital maturity and a more favorable tax schemes. The need to find and retain human resources in both the Greek and international markets increases the level of competition and creates challenges toward the seamless implementation of the projects. Our main goal is to offer competitive working conditions, to meet our people's expectations and to create the conditions that will attract the most talented ones.

At Uni Systems, a series of targeted activities, initiatives and benefits have been put into place during the last years to enhance employment and halt brain drain.

Key axes of the human resources attraction strategy:

- Brand recognition efforts through participation in targeted events both in Greece and abroad.
- Participation in the Coding School of Kariera as a member of the Quest Group: The 120-hour **Mind the Code** training program in Java and .Net programming languages was addressed to young people with STEM academic orientation. Out of the 27 program participants, 11 were recruited to Uni Systems. More information is available in Quest Group's section "Contribution to the Society".
- **SharePoint Academy:** Recruitment of 10 recent graduates and a two months training in the specialized SharePoint area in collaboration with a technology organization.
- Internship for 3 young university students from various educational institutions.
- Organisation of a Business Day (Panorama of Entrepreneurship and Innovation) in collaboration with Info Quest Technologies.



| Sex Ratio * | | | |
|--------------|------------|------------|------------|
| | MEN | WOMEN | TOTAL |
| Greece | 417 | 176 | 593 |
| Romania | 1 | 3 | 4 |
| Belgium | 9 | 11 | 20 |
| Italy | 16 | 3 | 19 |
| Luxemburg | 16 | 2 | 18 |
| TOTAL | 459 | 195 | 654 |

* External consultants are not included.

Our human capital consists of 70% men and 30% women. It is worth mentioning that the corresponding average in ICT, based on global surveys, is 62% men and 38% women.

to do so by working on international projects and therefore live and work at a location of preference. Such agreements are beneficial for both the employees and the company.

An interesting aspect of life at Uni Systems, is that the company offers the opportunity to the employees that wish to work abroad

Our performance / Our goals

As of December 31, 2019, Uni Systems' human resources reached a total of 889 people in Greece, Belgium, Romania, Luxembourg and

Italy (including indefinite and fixed-term duration contracts as well as external partners).

| Evolution of Human capital * | | | |
|------------------------------|------------|------------|------------|
| | 2017 | 2018 | 2019 |
| Greece | 521 | 571 | 593 |
| Romania | 3 | 4 | 4 |
| Belgium | 18 | 20 | 20 |
| Italy | 0 | 5 | 19 |
| Luxemburg | 14 | 13 | 18 |
| TOTAL | 556 | 613 | 654 |

*Involves permanent jobs.

The number of permanent jobs created in 2019 was 113.

| COMPANY* | MEN | WOMEN |
|---------------------|-----|-------|
| Uni Systems Greece | 66 | 20 |
| Uni Systems Belgium | 1 | 2 |

| COMPANY* | MEN | WOMEN |
|-----------------------|-----|-------|
| Uni Systems Luxemburg | 7 | 2 |
| Uni Systems Italy | 14 | 1 |
| Uni Systems Romania | - | - |

* Involves fixed and indefinite term contracts

At the same time, the staff leaving reached 64 people, marking a turnover of 10%, higher by 1.3% compared to 2018 (8.7%). An

important indicator to note, is that the average length of time the employees remain in the company is 10 years.

| TURNOVER IN TOTAL | | | | | | | |
|-------------------|---------|---------|---------|---------|---------|---------|---------|
| | Q2 2018 | Q3 2018 | Q4 2018 | Q1 2019 | Q2 2019 | Q3 2019 | Q4 2019 |
| Recruitment | 27 | 25 | 28 | 35 | 25 | 36 | 17 |
| Staff leave | 22 | 16 | 15 | 16 | 27 | 23 | 10 |
| Other | 5 | 9 | 13 | 19 | -2 | 13 | 7 |

Based on the employee satisfaction survey and the exit interviews, the axes of the human resources retention program were set as follows:

- Enhancement of training programs.
- Talent management program.
- More frequent salary review.
- Rotation and internal filling of positions (new projects/roles).

We offer medical / hospital care and life insurance programs, a retirement and check-up program for the executives, workout programs and gym facilities at Quest Group premises, a mobile telephony program, and meal vouchers². In addition, new benefit programs were created, such as:

- Psychological and counseling support program.
- Early Friday: Leaving work earlier every Friday during summer.
- Early Birthday: Leaving work earlier on birthdays.
- Marriage, childbirth gift, and a gift upon children's successful entry to University.
- Workout program for employees.
- Breakfast with the CEO.

Breakfast with the CEO

In 2019, the **Breakfast with the CEO** program was launched. Our CEO meets monthly with a group of maximum 10 employees where they have a relaxing morning chat, outside of the office and without a specific agenda, to discuss issues that concern them. Department heads are excluded from these monthly meetings. In total, 5 meetings were held in 2019 with different departments of the company.

Bring Your Own Friend

In order to attract people with a high professional and academic level and maintain a healthy work environment, **Bring Your Own Friend** program was launched in 2019. It is a referral program that invites employees to nominate acquaintances whose profile would fit the vacancies. For each successful hiring, the employee receives a reward in the form of a technology products' voucher. The program, which covers Greece, Belgium and Luxembourg, started in June 2019 and 4 people have already been hired through it.

³ Employee benefits vary depending on the labor legislation of each business entity. The medical/hospital care programs, the pension and check-up program as well as the meal coupons involve all full-time employees.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|---|
| <p>More employment opportunities.</p> <p>Development of a talent attraction & retention program and creation of compelling working conditions.</p> | <p>113 permanent new jobs were created.</p> <ul style="list-style-type: none"> Elaboration on new programs for attraction and retention: <ul style="list-style-type: none"> Psychological and counseling support program. Early Friday during summer and on birthdays, anniversary gifts, workout programs, Breakfast with the CEO, Bring Your Own Friend. Coding School and SharePoint Academy training. | <p>Creation of 60 new job openings.</p> <ul style="list-style-type: none"> Improvement of internal communication. A larger number of internal surveys on human resource issues and employee satisfaction. Reduction of turnover from 10% to 8% Digitization of internal procedures and strengthening of processes. Attraction of more women in the ICT sector Continuation of staff recruitment programs. |



Provision of continuous education, certification and employee development

How we address the issue



The remarkable evolution of technology and digital transformation of society and economy have brought about major changes in the context and organization of work, creates new roles, and poses new challenges in the way today and tomorrow's employees acquire the necessary skills and knowledge being able to adapt and respond to these new conditions.



At Uni Systems, we recognize that supreme service quality and sustainable development can be effectively supported only by well-trained and highly specialized human resources.

In this respect, we focus on the human factor and enhance training and personal development of our employees, through a specific program developed by our Human Resources Department. In any case, employees are given the opportunity to attend a training program of their choice and on their own initiative.

The Education and Training process covers a range of training programs for all levels of employees with a methodology that covers

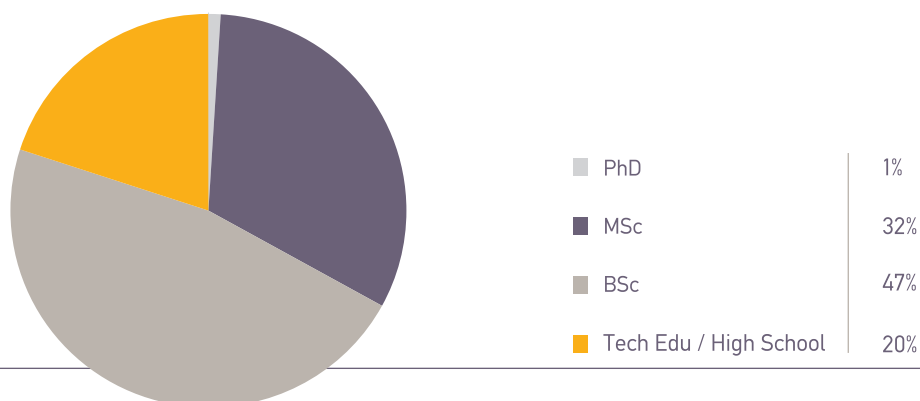
the specific needs as well as the approval of training programs, their organization, evaluation and quality assurance.

The training programs include:

- Technical and specialised training
- Certifications based on recognized needs
- Soft skills development

Quest Group's horizontal department of Training and Personnel Development designs and implements programs for the executive staff of all companies, as well as for talent management, supporting in that way the company's Human Resources Department efforts.

ACADEMIC LEVEL



Our performance / Our goals

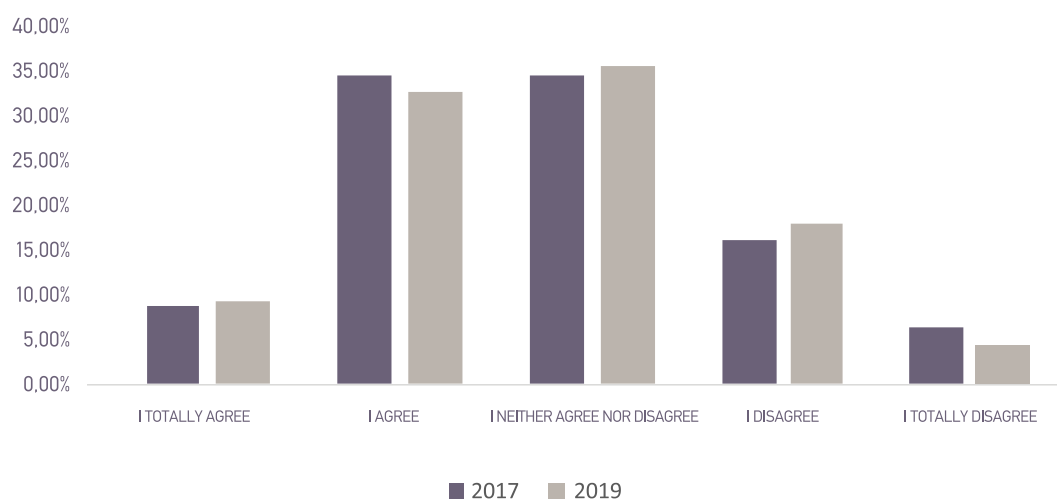
Employee Satisfaction Survey

According to a regular biennial survey conducted by the Human Resources Department in 2019, there was a general increase in employee satisfaction in the training provided. For the first time, employees from subsidiaries participated in the satisfaction survey.

Taking into account it's results, we decided to strengthen the provision of online training on LinkedIn Learning, Pluralsight and Udemy platforms, which provide flexible training as employees may use them at any time.

TRAINING-DEVELOPMENT*

Research questions on the education / development dimension highlight the need for educational programs.



* Data for Greece

Human Resources Evaluation

Every year, an evaluation is carried out for all employees* in a process that aims at their further development. Both evaluatees and evaluators are invited to fill in the relevant forms and discuss their performance during the previous year, while at the same time setting the goals for the year to come, together. At the same time, on a

biennial basis, there is a Bottom up evaluation so that the employee gets the opportunity to evaluate his/her supervisor accordingly. The process allows for internal, interdepartmental communication and reinforces reduction of inequalities.

* Entitled to participate in the evaluation process are the permanent employees who have completed one year in the company.

The data in the following tables refer to the results of the evaluation process of 2019.

| | Total number of persons evaluated | Women | Men | Comprehensive assessment | Percentage | Women | Percentage Women | Men | Percentage men |
|------------|-----------------------------------|-------|-----|--------------------------|------------|-------|------------------|-----|----------------|
| Greece | 523 | 152 | 371 | 503 | 96% | 145 | 29% | 358 | 71% |
| Belgium | 9 | 8 | 1 | 7 | 78% | 7 | 100% | 0 | - |
| Luxembourg | 3 | 1 | 2 | 1 | 33% | 0 | 0 | 1 | - |
| Romania | 4 | 3 | 1 | 1 | 25% | 1 | 0 | 0 | - |
| Italy | 0 | - | - | - | - | - | - | - | - |

GREECE

MEN

| ASSESSMENT STATUS | Staff | Director | Manager | Managing Supervisor | Supervisor | TOTAL |
|------------------------------|------------|----------|-----------|---------------------|------------|------------|
| Completed | 276 | 6 | 28 | 14 | 28 | 352 |
| In Progress | 0 | 0 | 0 | 1 | 0 | 1 |
| Not Started | 7 | 1 | 2 | 2 | 0 | 12 |
| Review Held | 1 | 2 | 2 | 1 | 0 | 6 |
| Grand Total | 284 | 9 | 32 | 18 | 28 | 371 |
| Finalized evaluations | 278 | 8 | 30 | 15 | 38 | 358 |

WOMEN

| ASSESSMENT STATUS | Staff | Manager | Managing Supervisor | Supervisor | TOTAL |
|------------------------------|------------|----------|---------------------|------------|------------|
| Completed | 116 | 7 | 3 | 9 | 135 |
| Not Started | 5 | 1 | 0 | 1 | 7 |
| Review Held | 9 | 0 | 0 | 1 | 10 |
| Grand Total | 130 | 8 | 3 | 11 | 152 |
| Finalized evaluations | 125 | 7 | 3 | 10 | 145 |

BELGIUM / LUXEMBOURG / ROMANIA

| | | Administration | Operational professional | Project Management | Sales & Solutions | Technical | Top Management | TOTAL |
|--------------|-----------|----------------|--------------------------|--------------------|-------------------|-----------|----------------|-------|
| Belgium | Completed | 0 | 2 | 5 | 0 | 0 | 0 | 7 |
| Luxembourg | Completed | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Romania | Completed | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| WOMEN | | | | | | | | |
| Belgium | Completed | 0 | 2 | 5 | 0 | 0 | 0 | 7 |
| Luxembourg | Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Romania | Completed | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| MEN | | | | | | | | |
| Belgium | Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Luxembourg | Completed | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Romania | Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Expenditure for Training programs 2019

In 2019, there was a significant increase of 40% in training programs expenditure. .

| | Training programs | Certifications | OnLine Seminars | TOTAL |
|------|-------------------|----------------|-----------------|----------|
| 2018 | €159,941 | €22,724 | 0 | €182,665 |
| 2019 | €218,982 | €20,460 | €15,605 | €255,047 |

Mini MBA

The Quest Mini MBA program is designed by ALBA Graduate Business School exclusively for the needs of the Group and provides targeted training to selected executives on change management, innovation, strategy shaping, finance, management, marketing, and

more. In 2019, 15 Uni Systems employees participated in Mini MBA. More information about the program is provided in Quest Group's section "Contribution to Society".

Technical Certifications

A total of 101 technical trainings/certifications took place in 2019, 95 of which were successful. The certifications covered mainly Red Hat,

Cisco, HP, Microsoft, Genesys technologies and ISTQB, ITIL, Prince methodologies.

Online training

| Online Seminars | Total training hours | Total Number of employees |
|-----------------|----------------------|---------------------------|
| Udemy | 1.058 | 22 |
| LinkedIn | 121 | 20 |
| Pluralsight | 972 | N/A |

Talent management and succession planning programs are centrally managed by Quest Group's horizontal team.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| Continuous education and training of employees. | <ul style="list-style-type: none"> • Online training programs. • Increase of training investment by 40%. • Implementation of Mini MBA program. • Design of talent and succession management programs. | <ul style="list-style-type: none"> • Continuation of training programs. • Further investments in training and development programs. • Creation of company-wide online education and training registry, managed by employees on the central Human Resources management system. • New welcome processes during the induction of new employees, career paths and training. |



Ensuring the health, safety and well-being of employees

How we address the issue



Ensuring the health, safety and well-being of our people is a vital aspect of rational business management. Along with investing in training and contributing to their career development, we also invest in their health and safety, as it is an integral part of optimal work life.



For several years now, we have been maintaining health and safety programs addressed to our human resources aiming at the best quality of life, as part of our relevant Safety and Health Policy.

The following are some examples that ensure health and safety of our employees:

- Regular maintenance of the workplaces.
- Shed of natural light around the buildings. Replacement of

lamps for quality interior lighting.

- Air conditioning system that allows air renewal without its recycling.
- Daily and meticulous cleaning.
- Protection of facilities against risks and threats.
- Provision of training and regular information on safety and health issues.
- Preparedness exercises in the event of natural disasters.

Employee Health and Safety and Wellness Programs

- Medical/hospital care and life insurance programs for employees and their dependents at no cost.
- Pension plan.
- Annual checkup for executives.
- Travel security.
- Voluntary Blood Donation: A blood bank is maintained at a central hospital in Athens for employees and their first-degree relatives.
- Weekly workout & Pilates program at the company's facilities with a professional trainer; free employee participation.
- Weekly exercise/dance classes are held by a professional trainer; free employee participation. Use of gym at Info Quest Technologies facilities, available to all.
- Basketball Team: the team workout at regular intervals and participates in the EKA Employees' Championship "Nikos Galis". All participation costs are covered by the company.
- First Aid Team: A team of twenty people have been trained to perform First Aid; members refresh their knowledge on a two-year basis. For the first time in 2019, a first aid seminar was held at the offices in Belgium.
- Occupational medical practitioner.
- Free vaccination against flu.

Our performance / Our goals

Uni Systems performance in 2019 is satisfactory with no labor accident or related injuries at the company's premises. Below you can find information about the absentee rates (AR) in 2019 due to

illnesses; absences related to pregnancy, study permits, regular leave are excluded.

| Absentee Rate (AR) | MEN | WOMEN | TOTAL |
|---------------------|--------|--------|--------|
| Greece (Attika) | 0.7% | 1.8% | 1.0% |
| Romania (Bucharest) | 0% | 0% | 0% |
| Belgium (Brussels) | 0.014% | 0.019% | 0.017% |
| Luxembourg | 0.002% | 0.010% | 0.016% |
| Italy (Milan) | 0.015% | 0% | 0.012% |

Hellas EAP Psychological Support Program

The Psychological Support Program with Hellas EAP was launched on a pilot basis in March 2019. It was initiated by Quest Group,

covers the employees and their families and was embraced as a benefit by a significant part of our people.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|---|
| Ensuring the health, well-being and safety of employees. | Psychological support program | <ul style="list-style-type: none"> • Enhancement of teleworking program. • Frequent disinfection of premises. |
| Zero labor accidents, illnesses and work-related deaths. | Zero labor accidents, illnesses and work-related deaths. | <ul style="list-style-type: none"> • Zero labor accidents, illnesses and work-related deaths. |

Reduction of energy consumption and greenhouse gas emissions

How we address the issue

At Uni Systems we recognize climate change as a high priority issue and within this context we make every effort to reduce the consumption of energy, resources and plastics, while striving to adopt "greener" commercial operation methods, always in accordance with the environmental legislation.

All this is achieved through our integrated environmental management system, which is certified according to ISO/IEC 14001:2015.

At the same time, our most important suppliers, thus the multinational technology vendors, create environmentally friendly products, with "green" design, and architecture. We choose technologies such as cloud, hosting, consolidation/virtualization, desktop virtualization, integrated smart building systems and network systems that optimize consumption and energy supply, save costs and energy and contribute to environmental protection.



Our performance / Our goals

In 2019 we marked a consumption of a total of 3,455,017.66 kWh, due to the operation of our Data Center, we, therefore, hold the largest share of energy consumption in Quest Group.

In terms of fuel consumption, we should note that our energy provider does not report the ratio of renewable and non-renewable sources. Similarly, there is no option to identify the amounts of energy consumed for electricity, heating or cooling.

Air conditioning is used for both heating and cooling and no other fuels are used (e.g. oil or gas); measuring devices are installed by the provider.

Data Center

The largest share of energy consumption is held by the Data Center, required to operate seamlessly on a 24*7 basis, in order to be able to serve effectively the needs of its customers.

| | Percentage of total consumption | Consumption in kWh* |
|---|---------------------------------|---------------------|
| Uni Systems - Office Buildings | 15.65% | 1,065,357.66 |
| Uni Systems - Data Center | 35.11% | 2,389,660.00 |
| Uni Systems without the Data Center consumption | 22.93% | 1,560,304.56 |

* Note: The available data cover only the buildings located in Greece.

Managed Print Services

We handle a large volume of printed copies through managed print services, offered as an external service. Toward that, an integrated

system of centralized print management and document scanning has been implemented, which saves time, cost, energy and paper.

| Managed Print Services | | | | |
|------------------------|-----------|--------------------------|----------------|---------------|
| | Consumed | Purged Print Job Savings | Duplex Savings | Total Savings |
| Paper (sheets) | 542,850 | 17,204 | 228,047 | 245,251 |
| Paper (kg) | 2,713.90 | 86.04 | 1,139.22 | 1,225.26 |
| Trees | 71.81 | 2.28 | 30.14 | 32.42 |
| Water | 13,503 | 428 | 5,668 | 6,096 |
| Energy (KWh) | 30,783.70 | 975.91 | 12,922.17 | 13,898.08 |
| CO ₂ (kg) | 7,874.47 | 249.64 | 3,305.49 | 3,555.13 |

In 2019, 245,251 pages of paper were saved, corresponding to 1,225.26 kg of paper, i.e. 32.42 trees and 13,898.08 kWh.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--------------------------------------|--|---|
| Reduction of environmental footprint | The goal was partially achieved in terms of energy savings | Initiation of study for the installation of photovoltaic systems in a location near Data Center |

Application of recycling practices

Printer consumables

The total of used printer consumables were sent for recycling by the company that provides the Managed Printing Service on behalf of Uni Systems, was 161 pieces for 2019.

Batteries

During 2019, 79 kg of used batteries were collected by the AFIS Battery Recycling company, increased by 19.4% compared to 2018 when the corresponding quantity was 65 kg.

Regarding the large batteries (used in UPS), the quantity was not sufficient to be sent for recycling.

Electrical and Electronic Equipment

During 2019, 4,910 kg of electrical and electronic equipment corresponding to 277 pieces were dispatched to "Recycling Devices SA".

Paper and Plastic

All of our buildings host large green bins for paper packaging, paper, plastic and aluminum.

Especially for plastic, we run a program since 2018 for the replacement of all plastic consumable utensils with ecological or biodegradable ones.

In 2019, 183,200 paper cups, 35,000 wooden stirrers and 9,600 biodegradable straws were consumed by employees and visitors of our buildings.

Digital and electronic signature platform

DocuSign digital and electronic signature platform used by two of our departments for the electronic management of the contracts, has reduced the environmental footprint on paper, since a total of 723 transmissions to 2,645 recipients have been recorded, in 806 files that contained 10,503 pages.

It is worth noting that 1,776 kg of wood, 39,633 liters of water, and 3,995 kg of carbon dioxide were saved, while waste was 263 kg less in total.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| Reduction of the environmental footprint. | <ul style="list-style-type: none">• The goal was achieved on multiple levels through the recycling of paper, plastic, aluminum, batteries.• Extensive application of managed printing services.• Pilot adoption of a digital and electronic signature platform. | <ul style="list-style-type: none">• Further reduction of the environmental footprint.• Wider use of digital signature. |

Uni Systems

Future Goals



Uni Systems Future Goals

| SUSTAINABLE DEVELOPMENT GOALS | UNI SYSTEMS MATERIAL ISSUES | PAGE | UNI SYSTEMS GOALS (2020) |
|---|--|------|---|
|  | <ul style="list-style-type: none"> Financial value creation/financial performance of the company | 127 | <ul style="list-style-type: none"> Revenue increase, EBITDA increase by 8%, EBT more than 5%. |
|  | <ul style="list-style-type: none"> Provision of ICT solutions that contribute to the development of innovation, the advancement of knowledge, the generation of expertise and the expansion of digital transformation | 128 | <ul style="list-style-type: none"> Customer satisfaction survey: satisfaction rate above 70%. Further improvement suggestions/ corrective actions, where required. Wider reorganization of production teams for greater flexibility and adaptation to project requirements. Continuation of the investment in innovation, specifically: 1) new collaborations, 2) submission of a bigger number of proposals / more than 40. Promotion of new solutions New partnerships and further enrichment of solutions' portfolio with innovative digital solutions. More projects in the field of emerging technologies. New solutions for the cultural sector. Seamless access to information: 1) implementation of Exchange Online, migration to Microsoft Azure for email centralization, 2) transfer of central server and applications to the cloud, 3) full adoption of Microsoft Teams internal communication & collaboration platform. General adoption of knowledge and information management platform |
|   | <ul style="list-style-type: none"> Establishment of a healthy partner ecosystem and a responsible supply chain (for innovation development) | 134 | <ul style="list-style-type: none"> Strategy to develop and create more innovation clusters. Continuation of expansion of Research and Innovation Network with an emphasis on foreign bodies. Exploration of new partnerships with private and public bodies. Expansion to new markets. Incentive groups for new technologies. |

| SUSTAINABLE DEVELOPMENT GOALS | UNI SYSTEMS MATERIAL ISSUES | PAGE | UNI SYSTEMS GOALS (2020) |
|---|--|------------|--|
|  | <ul style="list-style-type: none"> • Provision of ICT solutions with an environmental and/or social impact | <p>136</p> | <ul style="list-style-type: none"> • Promotion of newly developed solutions with environmental and social impact. • Further investments in Research and Development. • Substantial contribution to sustainable development, through the introduction of new ideas in the market, innovative solutions, job creation, productivity and efficient use of available resources. • Utilization of the knowledge and expertise that has been generated. • Additional projects with environmental and social impact in the EU and optimal customer service in these areas. • Strengthened cooperation with existing partners with environmentally friendly solutions. • Continuation of investments in the cloud and revenue growth. |
|   | <ul style="list-style-type: none"> • Ensuring quality, infrastructure security, data protection and business continuity | <p>139</p> | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero substantiated complaints of customer personal data misuse. • Further optimisation of processes and continuous training to employees. • Upgrade of Data Center Cloud Services: Emphasis will be placed on services provided through AtomoPlus, HCMaaS, Cloud Mail and Cloud IaaS. • Upgrade of IT Services, including file services, exchange, time-sheet and budget applications, and Citrix Access Services. • Upgrade of support systems, required for Software Development, such as Jira and other systems that are directly related to the development environment, such as Backup-Restore. • System availability > 99.999%. • Migration of centralized applications and systems to a second infrastructure to boost the operational continuity and immediate recovery plan in the event of a disaster. • Further reorganization of production teams. • Adoption of new procedures and methodologies on Software lifecycle management. |

| SUSTAINABLE DEVELOPMENT GOALS | UNI SYSTEMS MATERIAL ISSUES | PAGE | UNI SYSTEMS GOALS (2020) |
|---|--|------|--|
|  | <ul style="list-style-type: none"> Ensuring business ethics and regulatory compliance | 142 | <ul style="list-style-type: none"> Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. Full compliance with laws and regulations in the social and environmental area. Revision of the corporate code of conduct. |
|  | <ul style="list-style-type: none"> Strengthening of employment (i.e. through job creation) and halting brain drain | 143 | <ul style="list-style-type: none"> Creation of 60 new job openings Improvement of internal communication. A larger number of internal surveys on human resource issues and employee satisfaction. Reduction of turnover from 10% to 8% Digitization of internal procedures and strengthening of processes. Attraction of more women in the ICT sector. Continuation of staff recruitment programs |
|  | <ul style="list-style-type: none"> Provision of continuous education, certification and employee development | 146 | <ul style="list-style-type: none"> Further investments in training and development programs. Creation of company-wide online education and training registry, managed by employees on the central Human Resources management system. New welcome processes during the induction of new employees, career paths and training. |
|  | <ul style="list-style-type: none"> Ensuring the health, safety and well-being of employees | 150 | <ul style="list-style-type: none"> Enhancement of teleworking program. Zero labor accidents, illnesses and work-related deaths. Frequent disinfection of premises. |
|  | <ul style="list-style-type: none"> Reduction of energy consumption and greenhouse gas emissions | 151 | <ul style="list-style-type: none"> Initiation of study for the installation of photovoltaic systems in a location near Data Center Further reduction of the environmental footprint. Wider use of digital signature. |

iSquare

Apple Authorized Distributor

The background features a dark blue gradient. On the right side, there is a large, light grey circle that overlaps with a smaller, dark blue circle. In the lower-left quadrant, there is a large yellow circle with a dark blue center, which overlaps with the light grey circle.



iSquare at a glance

FINANCIAL PERFORMANCE

€140^m
Turnover

31.6%
Turnover increase

HUMAN RESOURCES

64
Employees

30
New work positions

1,160
Training man-hours
in total

47%
Increase in Training
spending year over year

INNOVATION IN EDUCATION*

"iPad, Innovation
in Education Program"

5,000
Students

17
Schools in Greece & 6 schools
in Cyprus

25
Primary school & 17
Secondary school books
with digitalized educational
material

edupad.gr

1,400
New users

1,700
Page views

PARTNER NETWORK SUPPORT

400
Training man-hours
for network sales people

- Continuous upgrading of
exclusive Apple sales areas
- 32 Apple Program

* More information is available in section "Contribution to Quest Group Society".

About iSquare

iSquare is the official distributor of all Apple products in Greece and Cyprus since 2009, based in Greece, at 27 Alexandrou Pantou Street, 176 71, Kallithea. It is active in designing, implementing and delivering integrated solutions based on innovative products as well as on Apple technologies. iSquare leads the way by creating and offering an integrated system of Apple products and services; its strategic aim is to bring Greek consumers closer to Apple's philosophy. Apple products include the highly popular iPhone, iPad, Mac, Apple Watch, Apple TV, iPod, Beats, as well as accessories and peripheral devices. The company moves in total about 1,300 different codes every year.

As a distribution company, iSquare attaches great importance to the supply chain in order to achieve the synchronization of customer requirements with the flow of products from Apple. In 2019 there was no change in the supply chain.

In February 2020, the name changed to ISquare Single-Person IT and Telecommunications SA, and the distinctive title to ISquare SA, based on a previous decision of the Ordinary General Meeting.

Our Vision and Our Mission

To give the Greek and Cypriot consumers the ultimate Apple experience, through high level and value-added products and services. To be next to our customers, in every way, every moment through our Authorized reseller network.

Corporate Governance

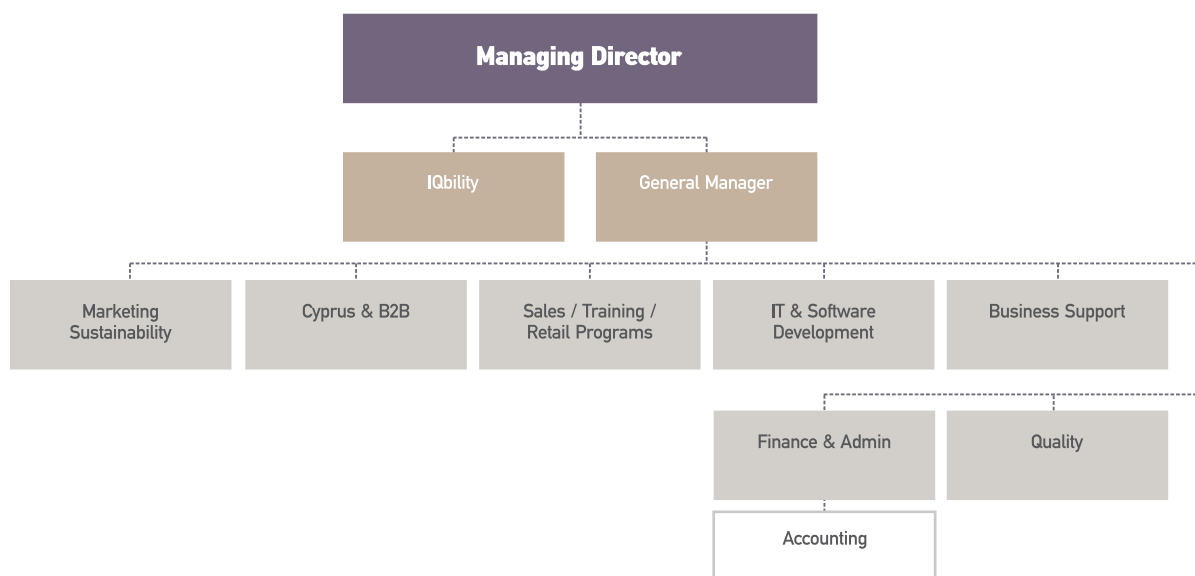
The Board of Directors is the supreme governing body of iSquare and is responsible for overseeing and managing the company, formulating its policies and strategies and the ongoing efficiency of

the company. According to the company's articles of association, it consists of 5 members.

Board of Directors of iSquare

| | | | |
|---------------------------|--------------------------------|------------------|--------|
| Konstantinos Stavropoulos | Chairman and Managing Director | Markos Bitsakos | Member |
| Apostolos Georgantzis | Vice-Chairman | Theodoros Fessas | Member |
| Dimitrios Eforakopoulos | Member | | |

Organization chart



Note: The issues of Sustainable Development and Corporate Social Responsibility fall under the responsibility of the Sustainable Development Committee of the company, which reports to the Chief Executive Officer and operates based on the strategic directions and coordination of the Corporate Social Responsibility and Sustainable Development Committee of the Quest Group.

iSquare distinctions

In 2019, iSquare received the following awards:

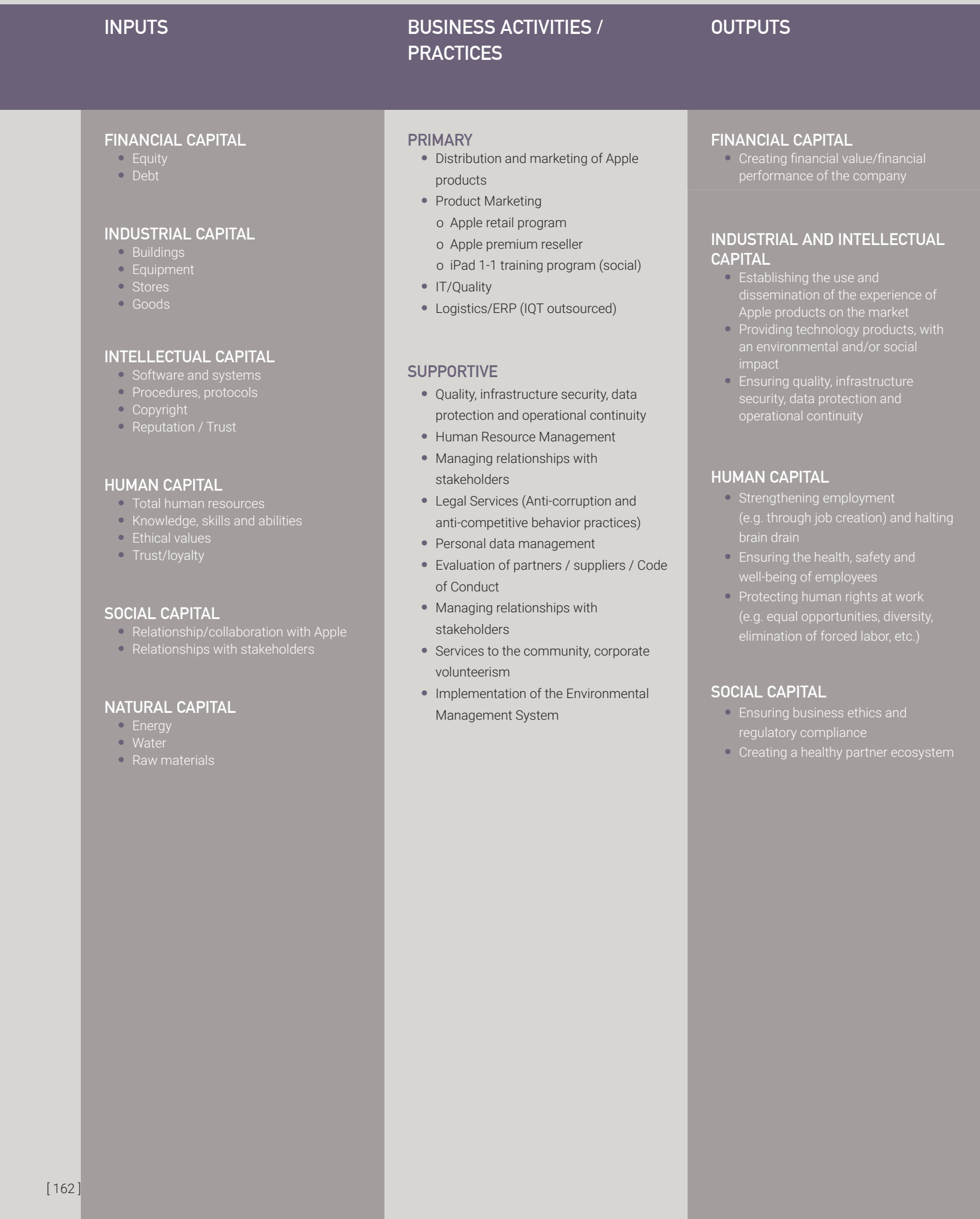
- Top 20 - Fortune Most Admired Companies 2019
- 9th place in the 30 Fortune Fastest Growing Companies|



For more info, go to www.iSquare.gr.

Value Creation <IR>

OUR BUSINESS MODEL FOR SUSTAINABLE DEVELOPMENT



OUTCOMES

Effects for the company

- Increase of market share
- Improved competitive advantage
- Long-term reduction of operating costs
- Boosting reputation / leadership
- Increasing human capital / creating direct jobs
- Improving opportunities for internal mobility
- Increasing productivity
- Talent retention
- Improving competitive advantage as employer of choice / best workplace
- Enhancing the profile of a responsible employer
- Ensuring social authorization

OUTCOMES

Effects created by the company for its stakeholders

GROUP SHAREHOLDERS

- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY

- Maintaining and improving their sound financial position
- Increasing confidence by focusing on ESG criteria
- Increasing confidence and satisfaction

CUSTOMERS

- Development of innovation
- Improving services, internal functions and procedures
- Increasing productivity
- Maintaining and improving their sound financial position
- Enhancing reputation
- Increasing confidence and satisfaction

PARTNERS

- Creating indirect jobs
- Developing innovation and improving knowledge through the best use of new technologies
- Improving services, internal functions and procedures
- Maintaining and improving their sound financial position
- Enhancing reputation
- Increasing confidence and satisfaction

EMPLOYEES

- Improving knowledge and upgrading skills and competencies
- Improving the possibility of internal mobility and outside the Group
- Improving productivity
- Enhancing the feeling of security and reciprocity
- Improving morale
- Increasing confidence and satisfaction

OUTCOMES

Effects that the company has on the economy, society and the environment



iSquare

**Charter for Sustainable Development,
Significance and Limits**



Charter for Sustainable Development, Significance and Limits

The process of determining the essential issues is described in section "Identification of the Sustainable Development Material Issues" of the Quest Group. In particular for iSquare, the total of the identified sustainable development issues that resulted from the

process described in the above section in the context of identifying the most essential issues for the Sustainable Development Report 2019 are the following:

1. Creating financial value / financial performance of the company
2. Establishing the use and dissemination of the experience of Apple products on the market
3. Providing technology products, with an environmental and/or social impact
4. Ensuring business ethics and regulatory compliance
5. Ensuring quality, infrastructure security, data protection and business continuity
6. Adopting marketing and communication manager practices
7. Creating a healthy ecosystem of partners
8. Strengthening employment (e.g. through job creation) and halting brain drain
9. Providing timely and competitive remuneration/benefits to employees
10. Ensuring the health, safety and well-being of employees
11. Providing employees with continuous training, certifications and development business
12. Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)
13. Reducing energy consumption and greenhouse gas emissions
14. Adopting recycling and circular economy practices
15. Reducing water consumption.
16. Participating in charitable activities and organizing voluntary actions for employees

Respectively, the Materiality Chart that follows presents the results (material issues) of the above process for iSquare.

iSquare - Materiality Analysis 2019



In addition, the information shown in the table below, which is based on the requirements of the GRI Standards, presents the material issues that have arisen:

- What are the UN Sustainable Development Goals, to which the company contributes (broader economic, social and/or environmental effects)?

1. Why every issue is material:

- Which stakeholders are affected by the most material sustainable development issues of the company (based on the results of a research on the materiality of sustainable development issues)

2. Who causes these effects:

The challenge of each effect may occur at different phases of the company's value chain. Consequently, some are caused directly by the company and some indirectly by a third party whose activities are related to the Group (downstream or upstream).

| Material issue | Why is the issue material | | Effect limits | |
|--|---|--|----------------------------|---|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Group | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Creating financial value / financial performance of the company |  | <ul style="list-style-type: none"> • Shareholders • Customers • Suppliers / Associates • Employees | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates |
| Establishing the use and dissemination of the experience of Apple products on the market |  | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community |
| Creating a healthy ecosystem of partners |   | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates |
| Providing technology products, with an environmental and/or social impact |  | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community |
| Ensuring quality, infrastructure security, data protection and business continuity |   | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Shareholders | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates |
| Ensuring business ethics and regulatory compliance |  | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Shareholders • Business Community | ✓ | <ul style="list-style-type: none"> • Suppliers / Associates • Regulatory and business entities |
| Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.) |    | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Employees • Business Community • Shareholders | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates • Business Community • Regulatory and business entities |
| Strengthening employment (e.g. through job creation) and halting brain drain |  | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates | ✓ | <ul style="list-style-type: none"> • Customers |

| Material issue | Why is the issue material | | Effect limits | |
|---|---|--|----------------------------|--|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Group | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Ensuring the health, safety and well-being of employees |   | <ul style="list-style-type: none"> • Employees • Customers • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Suppliers / Associates |

iSquare

Material Issues



Material Issues

Creating financial value/financial performance of the company

How we handle it

Market

In the IT market of Greece, a relative stagnation was observed in 2019 in all categories except that of Tablets where there was a double-digit decline. In particular, there was a small decline in Smartphones, a strong decline in Tablets, while the market for PCs is stable and the market for Wearables is constantly growing.

For the market of Cyprus, 2019 was a relatively stable year without major fluctuations in the categories of our interest. While 2019 started declining in almost all categories mainly due to the events with Turkey, there was a market recovery in the second half of the year and the overall picture was stable at the end of the year.

Responding to the needs of the market and its customers, the company implements a strategic plan every year that aims to improve services and bring end consumers closer to the Apple ecosystem.

We are upgrading the points of sale of our products in the retail stores, we are training the sellers of our partners in the retail stores, we are placing our own sellers in the central stores of our partners, we are renewing the demonstration models, we place the offered products according to Apple plans and we are generally upgrading customer's experience with our products and ecosystem.

Every year, sales increase significantly, and thus our customers and partners are empowered in the market where they operate, improve their services, gain market share and become better and bigger. Thus, through the Apple ecosystem and through the cooperation with iSquare, they acquire greater value and consequently create greater value for their customers and shareholders.

Our performance / Our goals

The turnover of iSquare amounted to € 140 million compared to € 106 million, increased by 31.6%.

Earnings before interest, taxes, depreciation, and amortization (EBITDA) amounted to € 5,174 million compared to € 2,567 million in the previous year, mainly due to the increase in sales, but also to the reversal of the retroactive part of the copyright fee charged in the previous fiscal year.

Earnings before taxes amounted to € 4.76 million compared to € 2.186 million in 2018, and were affected, like EBITDA, by the provisions on copyright

Profit after taxes amounted to € 3.49 million compared to € 1.45 million in fiscal year 2018.

Business Development Strategy

According to the instructions of the Quest Group, we created an in-house Strategy and Business Development team that completed in 2018 the update of Strategic-Business Plans (SEPs) of five year development for the period 2018-2022, thus forming the framework for the evolution of the company, setting targets for that space and setting out the corresponding action plans with appropriate actions to achieve them.

The above group was also responsible for New Business Development (NBD) and the evaluation of various possible investment opportunities in new areas of activity with a growth perspective, which were thoroughly analyzed and evaluated.

We examined various possible prospects for new activities by iSquare and analyzed 3 different investment plans and ideas which we presented internally to the Management of the company and to the respective Strategic Planning Committee of Quest Holdings.

Eventually, we ended up focusing on our core business and not - for the time being - expanding into new sectors or new investment opportunities. We considered it business-wise to invest in our core business and further develop it in both Greece and Cyprus and not to split forces and resources into other new potential activities.

Always according to the instructions of the Group, we renew our Strategic Plan on an annual basis and decide on the next steps accordingly.

For 2019, our main goal was to increase operational profitability and sales, to minimize business and financial risks and to improve operational structures and we managed to achieve a significant increase.

The detailed financial results of the company are available in the Quest Group's annual Financial Statement of 2019, which is posted on the Group's website at www.quest.gr

The net loan liabilities of iSquare and the Leverage Rate for the last two years are shown in the table below:



| Net Loan liabilities & Leverage Rate of iSquare | | |
|---|-------------|-------------|
| | 31/12/2018 | 31/12/2019 |
| Total loan liabilities | - | - |
| Minus: | | |
| Net cash and cash equivalents | (5,032,376) | (8,728,119) |
| Net borrowing amount | (5,032,376) | (8,728,119) |
| Total capital employed | 8,423,549 | 10,924,173 |
| Leverage factor | -148% | -397% |

| Direct economic value generated and distributed ⁷ | | | |
|---|---|-------------|-------------|
| | | 2018 | 2019 |
| Financial value generated (Consolidated Data ¹) | Revenues ² | 106,788,056 | 140,356,531 |
| | Operating costs ³ | 101,678,799 | 132,450,773 |
| Financial value distributed | Employee salaries and benefits ⁴ | 2,140,295 | 2,854,974 |
| | Payments to financing bodies | 250,762 | 265,379 |
| | Payments to statutory bodies ⁵ | 850,803 | 1,108,672 |
| | Social investments ⁶ | 30,622 | 15,801 |

The total iSquare Social Contribution in commercial value of products, services, as well as in financial contribution for 2019 amounts to € 15,909 against € 30,622 in 2018. The increased expenditure of 2018 is due to the significant assistance by all companies to the fire victims of Attica.

1. These amounts have been calculated in accordance with the requirements of the GRI 201-1 index.

2. Revenues from sales, accessory activities, dividends, interest, rent, foreign exchange differences and derivatives are included.

3. Sales expenses, administration expenses, sales costs, capital expenditure are included. Payroll cost is not included.

4. Operating costs are not included.

5. VAT, withholding taxes and Single Property Tax (ENFIA) are not included.

6. Includes donations, sponsorships.

7. Funds for impairments are not included.

| Payment of Taxes and Contributions | | |
|------------------------------------|------------------|------------------|
| | 2018 | 2019 |
| Payment of VAT | 2,178,181 | 3,405,458 |
| Social Security contributions | 543,713 | 655,112 |
| Payment of payroll tax (FMY) | 339,358 | 375,597 |
| Payment of other taxes | 6,937 | 8,982 |
| Total | 3,068,189 | 4,445,131 |

| GOAL 2019 | RESULT 2019 | GOALS 2020 |
|------------------------------|---------------------------|--|
| Sales growth by at least 5%. | Goal achievement (31.6%). | <ul style="list-style-type: none"> Sales growth by at least 5%. Increase of the market share of iPhones by at least 0.5 (based on GFK data). Increase in Mac PC sales by 5%. Increase in iPad sales by 5%. |

For 2020 the company expects further increase of its figures and the expansion of its market share, from the anticipated announcement of new products from Apple, and also from its further penetration in the Cypriot market, upgrading the consumer experience at retail points and enhancing the services and programs provided. However,

the rapid developments and impacts on global health and the economy related to the COVID-19 pandemic are expected to affect the company and its course, and those effects will be presented in the next Report.

Establishing the use and dissemination of the experience of Apple products on the market



How we handle it

Customer satisfaction and service, Customer Health and Safety

iSquare operates on the basis of the Quest Group's General Policies and Guidelines, as regards customer service and systematically monitors numerous items, aiming to offer its customers the best experience and maximum satisfaction, worthy of the reputation and quality of Apple products. Customer service is carried out by specialized employees with experience and training in this particular field. Moreover, there are specific procedures in the context of the company's Quality Management System (e.g. complaints handling) concerning customer service, while additional goals and specific indices have been set to achieve a better management of the issue. In this light, during 2019, as every year, a customer satisfaction survey was conducted, the results of which have helped the company to improve and provide quality services to its customers.

The investments made and the actions taken on regular and ongoing basis in the customer service and satisfaction field, arising out of the Quest Group Quality Policy, have made the employees of every Group member to develop similar culture and consciousness and always act in the aim of providing the best possible customer experience.

This is illustrated by the small number of complaints received, the high percentage of customer satisfaction resulting from the relevant

surveys as well as by the actions carried out during 2019 to improve the services provided.

The customer satisfaction survey is carried out annually by the Marketing Department of the company. Customer satisfaction measurement provides objective information not only about the quality of the products and services offered by the company but also about its overall image, structure and operation, thereby helping to identify the disadvantages and benefits of policies applied by the company.

At the same time, the B2B department was further developed in 2019, in order to analyze the needs of companies, to understand their requirements and to evaluate all the special features of their operation in order to investigate how the Apple ecosystem can be integrated into business processes, and their smooth operation, in order to improve, simplify and accelerate them. In many cases the characteristics of Apple products and its ecosystem can provide solutions and radically change the way companies operate.



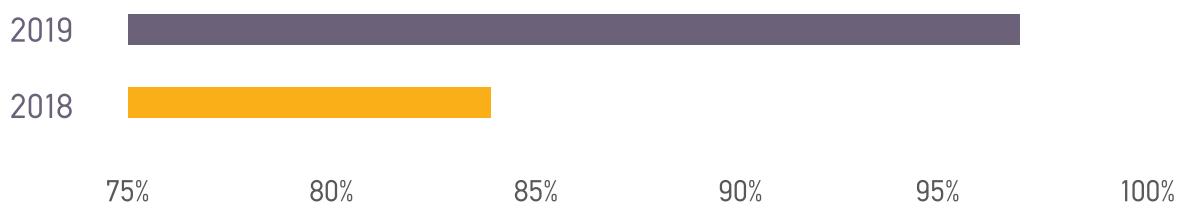
Our performance / Our goals

In 2019, the survey questionnaire was modified to be shorter and more readable to the customer, while utilizing the likert scale where respondents are asked to state the degree to which they agree or disagree with a series of suggestions on the subject of interest.

There were 10 questions in total, concerning the degree of customer satisfaction in relation to the company as a whole, as well as to the Service of Apple products.

Additionally, relevant communication was made through the company's social media to a targeted audience who knows the company and its products and consists of active users on the social networking pages of the company.

Overall satisfaction results for 2019 reached 97%, with a significant increase over the previous year (83%), although studies show that social media respondents tend to be more rigorous in their responses.



In 2019 the recipients of the survey, through social media, reached 98.000. Indicatively, we mention that in 2016, the questionnaire was sent to 36.800 recipients with a response rate of 10% (3.766 responses), while in 2019 the response rate ranged at 6,15% (6.023 responses/submissions), an extremely satisfactory rate for research

conducted on social media platforms and in such a large sample. It shall be noted that the average response rate for social media surveys is 3%. This, in combination with the high satisfaction at all levels, demonstrates the quality and continuous improvement of the Company.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|---|
| Reduction in the number of complaints. | Goal achievement (50% reduction compared to 2018). | <ul style="list-style-type: none"> Customer satisfaction to be maintained at the same high levels of 2019 with a minimum increase of 98%. The improvement of the services and the added value that it provides to the Greek market in order to maintain the same, minimum number of complaints with 2019 (up to 3). |
| Approaching more than 200 companies to investigate the potential of purchasing Apple products for business use. | 300 companies were approached, 100 of which were using an Apple product. | <ul style="list-style-type: none"> The B2B division will approach 500 companies in order for the 200 to integrate an Apple product in their operation. |



Creating a healthy ecosystem of partners

How we handle it



Our company's customer portfolio includes the largest technology store networks in the Greek market such as Kotsovolos, Public, Media Markt, Plaisio, iStorm and, in the Cypriot market, Public and iStorm.

- Apple Ecosystem
- Features and functions of Apple products.
- Presentation of new products



We are constantly upgrading our retail outlets by setting up special Apple sites (Apple Retail Programs) with the cooperation of Apple itself, we develop the iStorm network of stores and we expand its services, significantly increasing its market shares.

All trainings are held according to Apple training standards.

Quality assurance and end-user satisfaction are critical to iSquare's success in a highly demanding market. The company operates according to the ISO 9001 standard (Certificate of Conformity of Quality Management System EN ISO 9001: 2015, TUV HELLAS (TUV NORD) with certificate number 041 10 0172). It therefore operates following the most widespread quality management standard, and thus its services meet the expectations of its customers and stakeholders.

Responsible supply chain

The only iSquare supplier is Apple. Apple Inc. designs and manufactures innovative products and services, which incorporate cutting-edge technologies while focusing on human beings, offering unparalleled ease of use and the experience of an integrated ecosystem. Apple sells its products worldwide through online stores, retail stores, direct sales, distributors and resellers.

At the same time, educating salespeople plays a vital role for iSquare, without which it would not be possible to achieve its goals. The company invests in training its customers' salespeople on issues such as:

- Effective customer communication
- Sales techniques

Apple is a company that places great emphasis on the environment and its main objective is to minimize the environmental impact of its activities and products. Apple believes that truly innovative products leave their "mark on the world, not the planet." With this in mind, it focuses on using as many recyclable raw materials as possible, consuming as little energy as possible on its products and using raw materials that are not harmful to humans and the environment. Detailed information is available at www.apple.com.

Innovation

It is in our DNA to promote innovation, always focusing on sustainable development and improving operation. Every year we create small and flexible working groups that have to deal with a problem we want to solve in order to think, analyze, evaluate and present proposals for the topic chosen each time. These groups bring innovative ideas, which are often implemented and marketed in the form of products or solutions.

Examples include:

- The iUpgrade program we launched 3 years ago where the consumer could buy an iPhone, pay for it in 24 installments and at two years later upgrade it to the new iPhone with a benefit. A pioneering and innovative program at the time, which was implemented in collaboration with Alpha Bank.
- The integrated iPlus & iSupport insurance product for iPhone, iPad & Mac devices sold through the iStorm store network for 3 years with complete success. An annual insurance contract for a device against damage from falling, liquids, fire and theft that gives added value to our ecosystem and iStorm.
- The open learning and education platform edupad.gr, which is accessible to teachers, students and parents to find the content they look for with search criteria, such as subject, child age, school class, type of content (book or app). This content is evaluated and graded by teachers so that opinions given are by experts only.

Digital Transformation

Quest Group, in the context of strengthening the actions to implement the development strategy of its companies, the modern requirements and changes that are taking place both at the technological level and at the level of the transformation of the business models, as well as the radical changes in the behavior of the consumers - customer, set up an intra-corporate project team on the study of the design and implementation of Digital Transformation in the Group's subsidiaries.

Our performance / Our goals

In addition to Apple, which is our only major supplier, the company supplies various products for its daily operation such as printing papers, printers, various consumables, cleaning products, etc. Our suppliers for the above are the following companies:

- Plasio
- Info Quest Technologies

The purpose of the project team was initially to record existing digital transformation actions in companies as well as to define the planned actions on the basis of the identified requirements. Besides the exchange of information among the Group's companies, the goal is the promotion and communication of good practices, as well as the definition of an Action Plan for each subsidiary and the prioritization of the Group level.

At iSquare we created, according to the instructions of the Group, an internal team of Digital Transformation analysis and design, and completed the plan for the next year in 2018. In 2019, a series of projects were implemented in this direction, which can be summarized below:

- Improving the Customer Experience at Apple points in retail stores, with a fully digital and automated solution (DCOTA) where the content of the devices to be displayed at the points of sale is centrally monitored and updated through the Cloud, so that the end customer has the best possible experience from the use of Apple products.
- Analyzing internal processes and identify areas where iSquare can fully digitize the process to achieve better operation, faster processing, transparency and full digitization, thus avoiding printing, paper, etc. In 2020, digitization will involve the process of approving expenses and their electronic storage, and the process of electronic signing of contracts and their electronic storage and archiving.
- Creating a digital promotion & merchandising application, so that, in its fully digital form, it is possible to monitor and record the work performed by iSquare employees during their visit to the retail outlets of its partners and its further analysis by the core team. In this way, the business model of the way in which the stores of our partners are monitored with iSquare staff (merchandisers & promoters) is changed and all the data is recorded, monitored, archived and analyzed digitally in order to have a better image, faster access and more efficient result.

In 2019, we did not enter into any new cooperation for which we had to proceed with an evaluation based on social and/or environmental criteria.

| GOALS 2019 | RESULT 2019 | GOALS 2020 |
|--|--|---------------------------------|
| Training of network vendors all year round according to the training needs set by Apple. | In 2019, 400 hours of training took place, either remotely or with a physical presence in dedicated areas. | At least 400 hours of training. |



Providing technology products, with an environmental and/or social impact



How we handle it

At iSquare we strive to offer technology products that can have a positive impact on the wider society in which we are active. In this context and in cooperation with reputable bodies, we utilize the products of APPLE by contributing in the field of education.

“Innovation in Education” Program

iSquare implements the “Innovation in Education” action aiming, inter alia, to insert Digital Technology in teaching, to create and enrich the teaching content and to enable teaching of programming code in schools, while it seeks to work with all educational institutions that wish to upgrade and enrich education. The action takes into account the UNESCO directive, according to which the use of mobile computing devices should be encouraged and promoted in a growing number of educational structures, with the view to have their use officially accepted in more and more parts of the world.

Edupad / Using Digital Tools in the School Environment

The www.edupad.gr derived from the cooperation between iSquare and a group of teachers selected for their special knowledge and experience in using digital tools at school. This is a set of educational applications and digitized books classified by type, level of education and field of knowledge, which are easily accessible to the students, parents and teachers of any education level, from Kindergarten to High School. The purpose of www.edupad.gr is to help everyone involved in the educational process to use in an efficient way and utilize the educational applications in the best possible way. The group of teachers has chosen and evaluated the best and the most appropriate applications for the Greek education system. Edupad transforms learning into a pleasant game, enriches the education process and facilitates the teachers' work.

Digitizing Textbooks (2015-2019)

In the context of the Innovation in Education program, iSquare worked with a group of teachers and in 2014 digitized the course material of main courses taught in primary and secondary school to be run specifically by Apple iOS operating system, so that the students can have access to it not only inside but also outside the class. Since then, the content has been updated on an annual basis, according to the improvements and changes made by the Ministry of Education. Digitized Textbooks renders navigating to the course material pleasant, as it combines the text with images, sounds, videos and applications through which the teaching and learning process becomes friendly and interactive. Students, teachers and parents can download free to their iPad the course material digitized and approved by the Ministry of Education by visiting ebooks.edu.gr of the CTI Diophantus service of the Ministry of Education and www.edupad.gr. The digitized educational material, with more than 25 primary school and 17 high school books, is used every day by more than 35 schools all over Greece, through the Apple Ecosystem. In terms of environmental impacts, the Apple products we distribute in Greece and Cyprus have been created by the manufacturer in such a way as to “leave our world better than we found it”. Apple has reduced its total carbon footprint by 35% since 2015 while its products have reduced power consumption by an average of 70% compared to 2008.

For example:

- The use of recycled tin in Apple devices, including the attachment of the iPhone logic board, resulted in a reduction in mining of 29,000 metric tons of ore in 2019,
- The case of the MacBook Air and Mac mini computers is made of 100% recyclable aluminum,
- During the production of all its products it has eliminated harmful chemicals, such as mercury, PVC, arsenic, beryllium etc.

More information can be found on Apple's site, apple.com.

Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|---|---|
| Strengthening the “iPad: Innovation in Education” program with at least 2 new schools. | Addition of one school in Greece and two in Cyprus. | Creating additional digital education content for primary schools to support both teachers and students that can be used either in-classroom or distance education. |
| Enhancing the operation of the website www.edupad.gr with more than 1000 new users. | More than 1.400 new users and more than 1.700 page views. | Strengthening edupad.gr by updating the content and adding at least 50 new applications. |

Ensuring quality, infrastructure security, data protection and business continuity



How we handle it

iSquare operates strictly according to Quest’s Intelligence Security Policy. For the last two years the company has been implementing a program of compliance with the EU General Data Protection Regulation 2016/679, on the basis of a detailed timetable and methodology, with the support of a specialist consultant and the guidance of the Data Protection Officer (DPO) of the Group and proceeded with all necessary actions, according to the provisions of the Regulation (see section Protection of Personal Data in the Group).

For this purpose, in 2019, two seminars were held on Personal Data Protection with the aim of further training iSquare employees. At the same time, we have posted on the internal information website of the Group and the company all the policies and procedures concerning the protection of personal data. Finally, we have adapted and upgraded the company’s IT infrastructure, so that it is fully compliant with the principles and provisions on personal data compliance.

In the context of strengthening the security of infrastructure, iSquare launched in 2019 the installation of the “Cisco Identity Service Engine” (ISE) in its network in order to secure the network to which employees are connected through automated enforcement of security policies. In order for the software to communicate with the ISE, it is planned to upgrade it in early 2020, as well as to upgrade desktops and laptops. In addition, all laptops will have one more level of security as they will all feature Apple’s technology Touch ID, where each employee’s fingerprint is their password to unlock their computer.

In 2019, SSL certificates were purchased for all domains of the company, iSquare.gr and store.isquare.gr, in order to create a secure connection between the server hosting a website and the visitor’s browser, thus protecting all information transferred from and to the website, such as username, passwords, credit card numbers, etc.



Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|--|
| Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|--|
| Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. | Zero cases of non-compliance with personal data legislation. |
| System availability > 99.9%. | No downtime was observed during business days and hours.. | Further optimizing processes and continuous training of employees. System availability > 99.9%. |
| | | Zero data breach incidents.. Redesign of the company's online store in order to enhance the security of users and their data, as well as their easier navigation in it. |

No events were recorded during 2019 to cause any kind of data leakage alteration, of ICT system interruptions or short-term (5 minutes to one hour) or long-term (more than one hour).

Total availability remained at the same level as in 2018, reaching 99.9%.

It is worth noting that:

- The company experienced no unplanned downtime of its services during business days and hours.
- There were no incidents to affect confidentiality and soundness of company data.
- The transfer of online stores to Amazon was completed in 2019 to ensure adequacy of resources.
- Cloudflare flow control (WAF) was completed.



Ensuring business ethics and regulatory compliance

How we handle it



The concepts of business ethics and corporate governance are particularly important for modern business, as they are directly related to ensuring the sustainable development of each company. In fact, today, in the aftermath of the economic crisis, including the many scandals, the role of companies has become vital in supporting the economy, but also the society.

In our company, Regulatory Compliance represents a clear commitment in accordance with the principles of integrity, transparency, justice, professionalism, team spirit, which are all principles that govern our operation.

For this purpose, we apply all the fundamental principles and values contained in the unified Code of Ethics of the Quest Group, the implementation of which is mandatory for both our Management and staff, as well as for our external partners or suppliers.

For more information, please refer to the Group Code of Conduct, in the section Ensuring business ethics and regulatory compliance.

Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|---|
| <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices • Full compliance with laws and regulations in the social and environmental area | <ul style="list-style-type: none"> • Zero incidents and/or complaints on issues related to: <ul style="list-style-type: none"> ◦ Corruption ◦ Unfair competition ◦ Anti-competitive behavior, anti-trust and monopoly practices. • Full compliance with laws and regulations in the social and environmental area. | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. • Full compliance with laws and regulations in the social and environmental area. |

Defending human rights at work

How we handle it

Protection of human rights and the right to diversity is one of the most important issues of global public opinion. For iSquare, respect for them is fundamental to the sustainable development of both itself and the societies in which it operates.

In this context, we promote a work environment that respects and protects human rights, equal treatment regardless of gender, nationality, religion, political or other views, as well as issues such as disability, sexual orientation, etc., recognizing that people are the most important factor for its operation and sustainable development. To this end, we have adopted the Group's Human Rights Policy, which faithfully follows the internationally recognized principles of human

rights protection, as enshrined in the UN Declaration of Human Rights, in the Declaration of the International Labor Organization on the Fundamental Principles and Rights at Work, the ten principles of the UN Universal Pact and the UN Guiding Principles for Business and Human Rights.

The policy includes the relevant commitments regarding:

- Respect for human rights
- Acceptance of diversity
- Freedom to participate in:
 - Trade unions
 - Collective bargaining organizations
- Creation of a healthy and safe working environment
- Prohibition of any physical or other harassment in the work environment
- Prohibition of all forms of forced labor
- Prohibition of child labor
- Open and honest communication with employees



Our performance / Our goals

The goal of not making records in the iSquare archives, or knowing about human rights incidents arising from the activities or decisions of iSquare or its major suppliers, for 2019 is achieved.

The proportion of women in the total number of employees is at 52% in 2019 compared to 45% in 2018 while in the Senior Management

team it is at 50%, indicative of the implementation of the equal opportunities procedures followed by the company.

At the same time, iSquare implements a job rating system and has linked jobs to salary scales and benefits, depending on the remuneration and practice data derived from market research.

| GOAL 2019 | RESULT 2019 | GOAL 2020 |
|--|--|--|
| Zero complaints of human rights violations or work practices or incidents of discrimination. | Zero complaints of human rights violations or work practices or incidents of discrimination. | Zero complaints of human rights violations or work practices or incidents of discrimination. |



Strengthening employment and halting brain drain

How we handle it



At iSquare our main goal is to provide a healthy and safe environment, which supports the productivity of our employees, helps them evolve through training and retraining programs, special projects undertaken by interdepartmental teams within the company, participation in conferences and seminars of special interest etc. At the same time, as a distributor of Apple, one of the largest companies in the world, which has been leading the technology market since its inception, it provides an environment that is constantly changing, motivates people through the products and innovations that they have to always be informed of all developments, and it thus inevitably puts them in a different way of thinking and always keeps them

awake. As a result, iSquare employees stay in the company for years and feel that their work is changing and evolving.

All this is an attraction for new talents from the market who want to work in technology.

We systematically investigate the needs of employees through daily communication, management and development systems, which ensure equality and justice at work. To this end, emphasis is placed on:

- Communicating employment-related Policies and Procedures to all employees.
- Upgrading workplaces, based on high standards.
- The systematic realization of Human Resources Satisfaction Surveys.
- The experiential training of employees in the Principles and Values of iSquare.

An important initiative is the connection of the company with selected educational Institutions, such as the American College of Greece (Deree) where opportunities are provided to students for an internship.

Our performance / Our goals

The total iSquare Human Resources amounted to 64 employees on 31/12/19, showing an increase of 45% compared to 2018 (44 in total). More specifically, iSquare created a total of 20 new jobs during the reporting period, all in the prefecture of Attica and the employee turnover was 11% (employee turnover is calculated as the ratio of

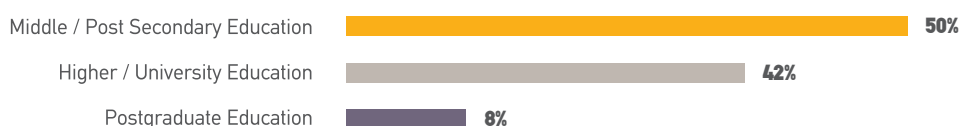
voluntary departures to the average number of employees). Among the voluntary departures, 5 involved men and one involved a woman. In total in iSquare, 48% were men (31 employees) and 52% women (33 employees).

| New recruitments 2019 | | | | Departures | | | |
|-----------------------|-------|-------|-------|------------|-------|-------|-----|
| Age | | 18-25 | 26-35 | 36+ | 18-25 | 26-35 | 36+ |
| Attica | Men | 9 | 3 | 2 | 3 | 2 | 0 |
| Attica | Women | 7 | 4 | 5 | 1 | 0 | 0 |
| TOTAL | | 16 | 7 | 7 | 4 | 2 | 0 |

| iSquare Human Resources per sex | Number | | | Percentage (%) | | |
|---------------------------------|--------|------|------|----------------|------|------|
| | 2019 | 2018 | 2017 | 2019 | 2018 | 2017 |
| Men | 31 | 24 | 21 | 48% | 55% | 57% |
| Women | 33 | 20 | 16 | 52% | 45% | 43% |
| TOTAL | 64 | 44 | 37 | 100% | 100% | 100% |

Level of Education

iSquare employs highly trained Human Resources, providing opportunities to many young scientists.



Employee Satisfaction Survey

To measure employee satisfaction, a Human Resource Satisfaction Survey is conducted every two years. The last survey was conducted in May 2019 with high employee participation (82.8%). The survey showed a very high satisfaction rate in Occupational Safety (95%),

Job Object (90%) and Internal Communication (90%). The points that show the highest percentage of dissatisfaction are related to wages/benefits (15%) and training (3%).

Training and development of employees

A systematic investment is made in the development of iSquare employees by implementing training programs that improve both their technical and administrative skills. The educational programs are designed at Group level and are then followed by iSquare.

identified through a specific process and were characterized as High Performers and High Potentials and constitute the talent pool of iSquare.

Talent Management

In the context of implementation of the Talent Management program by iSquare, the program involved 3 employees who in 2018 were

In 2019, training programs were held for High Potentials. More specifically:

- Leadership Programs in collaboration with an external supplier.
- Action Learning Teams in collaboration with an external supplier.
- Leadership Series in collaboration with Alba.
- Mentoring in cooperation with an external supplier.
- Creating personal development plans.
- Learning Paths through the LinkedIn platform.

At the same time, the Quest Group has designed a talent development program with the goal to be repeated every 2 years or so, in which iSquare participates, as well.

Continuing Education

Mini MBA

In 2019, where the 4th cycle of the program took place, 2 iSquare employees participated and the program lasted 136 hours.

The employees that will participate in the 5th cycle of the Program scheduled for 2021 will be selected in 2020.

Story Telling & Presentation Skills

In 2019, a storytelling program was designed and implemented for the needs of Top Management. 2 people from iSquare participated in the program. At the same time, the program "Presentation Skills" was designed for Directors, which began to be implemented in 2019 and will be completed in 2020 with the participation of 5 people from iSquare.

Group Culture / Boosting Teamwork

Team Building Event

In 2019, the Quest Group Building Event of the Group was held in Loutraki, in order to strengthen team spirit and develop a single culture. The agenda included activities in nature and a boat trip on the Corinth Canal. The program lasted 8 hours and 43 participations in Directors and CEOs from all the companies in the Group. Eight people from iSquare participated in the program.

Evaluation of Human Resources

The procedure of evaluating human resources is a fundamental procedure of employee development. The evaluation is carried out once a year when the employees and their supervisors complete a questionnaire accompanied by relevant comments and a personal interview is held; where the individual goal of each employee for the following year and the areas that can be improved are agreed on. It should be noted that the evaluation procedure is carried out for all Group employees (100%), who are informed about their performance and development by their supervisors.

The Bottom up survey concerns the assessment of Managers and Supervisors by the subordinate employees, while the 360-degree

survey includes the assessment of Directors and allows the collection of a wide range of comments and information on their behavior and performance not only from their superior officer and the colleagues of the same level, but also from themselves and their subordinates. Its nature is related to development, as it allows managers to understand what is the impact of their behavior on their subordinates. Bottom Up & 360o surveys are conducted on a two-year basis and will be re-conducted in 2020.

Human Resources Management Systems

The support of the Training and Development Department is implemented with systems that combine employee data with organizational structures and help promote high performance and optimize employee development.

In 2019, the Human Resources system "Orion" was further configured to implement more self-service capabilities for basic functions of the human resources department.

The employee survey has shown that iSquare should place more emphasis in the field of Training. As a result, training hours increased in 2019, and the company aims to maintain approximately the same levels in 2020.

- Total training hours 1,160 (vs 812 in 2018).
- Average training hours per employee 18.13 hours / employee in 2019.
- Quest Mini MBA - 2 participants.
- Talent Development Program - 3 participants.
- Total training expenditure: € 40,766 compared to € 19,186 in 2018 - 47% increase.

| RESULTS 2019 | GOALS 2020 |
|--------------------------|--|
| 1,160 hours of training. | 1,000 hours of training (they may decrease due to COVID-19). |



Ensuring the health, safety and well-being of employees

How we handle it



At iSquare, people are one of the most important assets we have as a company, the driving force behind the successful course of the company and therefore, their health and safety are a top priority for us. Employees are more satisfied and perform to the best of their abilities when working in a dignified, friendly, pleasant and risk-averse environment in which contribution is valued and the continuous development of each employee is supported.



The measures and actions taken aim to protect workers from accidents, injuries, occupational diseases, natural or other phenomena, such as earthquakes, terrorist systems, etc., create

pleasant and safe workplaces with healthy conditions and encourage actions that improve overall everyday life.

The general guidelines for ensuring the health and safety of the employees are described in detail in the Health and Safety Policy of the Personnel, as well as in the Physical Security Policy, which the Quest Group has set and which is adopted by iSquare, as well.

The will of the Management and the implementation of the Policies and related Procedures by the Human Resources, Safety and Maintenance and Construction Directorates include:

- Continuous upgrades and maintenance of workplaces.
- Suitable working conditions and protective equipment.
- Spotless cleanliness.
- Suitable lighting and air conditioning in all areas.
- Additional medical and pharmaceutical benefits program for all employees
- Check up program for Managers
- Free vaccination for flu.
- Protection of facilities from any danger, with guards and protective equipment.
- Continuous training and updates of employees on safety and health issues.
- Preparedness exercises for dealing with natural disasters or the provision of first aid.
- Developing programs such as Voluntary Blood Donation/Blood Bank, sports teams, and creating special facilities, for example restaurants/rest areas/gym and more.

At iSquare we implement actions that enhance collaboration, such as the annual two-day excursion of employees. In 2019, in collaboration with EAP HELLAS, a psychological support program was implemented - telephone communication and individual sessions - addressed to the employees and their family members.

At the same time, actions are implemented, which aim to enhance volunteering and cooperation between different groups within the companies themselves as well as in the companies of the Group, such as the voluntary Christmas bazaar, the proceeds of which are donated to the Foundation "Mitera", the collection of goods for various foundations and fellow human beings in need, etc.

We systematically encourage employees to maintain a balance between their professional and personal lives and we organize various actions for this purpose, in which we participate, such as celebrations for the family of employees, workout classes, etc.

Respectively, the training of fire safety teams was repeated, in order to prevent and deal with fire and the safe evacuation of the building, and preparedness and evacuation exercises were carried out on the building, an action which is repeated annually.

In 2019, a certified First Aid training was held, which was attended by 7 employees (6 women and 1 man).

Additionally, the Company Safety Officer's instructions are followed in detail and all the precautionary measures indicated are taken, and the group security program has been renewed, providing significant assistance to workers and their families in every relevant case.

The voluntary blood donation program, centrally coordinated, was carried out, like every year, for the replenishment of the Group's Blood Bank, as well as the greater reinforcement of the importance of voluntary blood donation.

QUEST EUZHN - Well-being and quality of life

In 2019, social and sports activities were held for employees, highlighting the importance of balance of personal and professional life (Worklife balance), as well as to urge employees toward a more healthy way of life. As we consistently support employees to have an active lifestyle, the Group companies, including iSquare, offer opportunities to exercise and let work stress go.

Our performance / Our goals

Regarding the recorded occupational accidents, it is noted that there was no occupational accident in 2019, which was serious and led to several days of sick leave.

The absence Rate (AR) for the company that derives from illness etc is shown in the table below:

| iSquare Absentee Rate (AR) | 2018 | | | 2019 | | |
|----------------------------|------|-------|-------|------|-------|-------|
| | MEN | WOMEN | TOTAL | MEN | WOMEN | TOTAL |
| Greece (Attica) | 0.9% | 0.7% | 0.8% | 0.2% | 1.7% | 0.9% |






The increase in the absentee rate for 2019 is mainly due to a long-term disease.

iSquare

Future Goals



Future Goals

| SUSTAINABLE DEVELOPMENT GOALS (SDGs) O.H.E. | MATERIAL ISSUES of iSquare | PAGE | iSquare Goals (2020) |
|---|--|------|--|
|  | <ul style="list-style-type: none"> Creating financial value / financial performance of the company | 169 | <ul style="list-style-type: none"> Total sales growth by at least 5%. Increase of the market share of iPhones by at least 0.5 (based on GFK data). Increase in Mac sales by 5%. Increase in iPad sales by 5%. |
|  | <ul style="list-style-type: none"> Establishing the use and dissemination of the experience of Apple products on the market | 171 | <ul style="list-style-type: none"> Customer satisfaction to be maintained at the same high levels of 2019 with a minimum increase of 98%. The improvement of the services and the added value that it provides to the Greek market in order to maintain the same, minimum number of complaints with 2019 (up to 3). The B2B division will approach 500 companies in order for the 200 to integrate an Apple product in their operation. |
|   | <ul style="list-style-type: none"> Creating a healthy ecosystem of partners | 172 | <ul style="list-style-type: none"> Scheduling of at least 400 hours of training. |
|  | <ul style="list-style-type: none"> Providing technology products, with an environmental and/or social impact | 174 | <ul style="list-style-type: none"> For 2020 we aim to create additional digital education content for primary schools to support both teachers and students is our goal for next year, which can be used either in classroom or in distance learning. In addition, we aim to strengthen edupad.gr by updating the content and adding at least 50 new applications. |

| SUSTAINABLE DEVELOPMENT GOALS (SDGs) O.H.E. | MATERIAL ISSUES of iSquare | PAGE | iSquare Goals (2020) |
|---|---|------|--|
|   | <ul style="list-style-type: none"> Ensuring quality, infrastructure security, data protection and operational continuity | 175 | <ul style="list-style-type: none"> Zero cases of non-compliance with personal data legislation. Zero substantiated complaints of customer personal data misuse. Further optimizing processes and continuous training of employees. Zero data breach incidents. Redesign of the company's online store in order to enhance the security of users and their data, as well as their easier navigation in it. |
|  | <ul style="list-style-type: none"> Ensuring business ethics and regulatory compliance | 176 | <ul style="list-style-type: none"> Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. Full compliance with laws and regulations in the social and environmental area. |
|    | <ul style="list-style-type: none"> Defending human rights at work | 177 | <ul style="list-style-type: none"> Zero complaints of human rights violations or work practices or incidents of discrimination. |
|  | <ul style="list-style-type: none"> Strengthening employment and halting the outflow of human resources | 178 | <ul style="list-style-type: none"> 1.000 hours of training (they may decrease due to COVID-19). |
|   | <ul style="list-style-type: none"> Ensuring the health, safety and well-being of employees | 180 | <ul style="list-style-type: none"> Zero occupational accidents. |

ACS

Anything, Anywhere.





ACS at a glance

FINANCIAL PERFORMANCE

€110.15 m
Turnover

7.3%
Turnover increase

€13.2 m
Earnings Before Tax (EBT)

7.1%
Earnings before Tax increase

HUMAN RESOURCES



453
Employees



2,631
Training man-hours in total

3,145
e-learning courses in partners' network

CONTRIBUTION IN SOCIETY



€512,874
Social Contribution

5,630
Free shipments to support vulnerable population groups

ENVIRONMENT PROTECTION



28%
gas emissions reduction (related to shipments' increase)

About ACS

ACS is the largest and most advanced Greek company in the field of courier services in Greece and belongs to the Quest Group, one of the largest dynamically developing Greek Groups of Companies. ACS is a sole proprietorship, founded in 1981 with the distinctive title ACS AIR COURIER SERVICES INT'L (in the form of a limited liability company) and is based in Greece, at 25 Asklipiou Street, 14568, Kryoneri, Attica. A pioneer in the field of the Greek courier market, in its 39-year

course, ACS has associated its name with the development of this market, while since 2013 it has entered dynamically in the ordinary postal market. Always setting high quality goals in place, its operation is based on the principles and values of sustainable development and driven by its values and people.

Today, ACS is active in the following areas:

- Domestic and international courier services, aimed at individuals and businesses of all sizes
- Domestic ordinary mail services for businesses.
- Additional services such as sending remittances, paying bills and supplying special standard protective packaging for documents and parcels.

ACS operates in Greece, Cyprus, Albania and Bulgaria with local representatives. The company has the largest courier network in Greece, with more than 600 service points (ACS or ACS Smart Points stores at Shell stations), 3,000 specialized employees, more than 30,000 square meters of operational and storage areas, and ISO 9001:2015 and ISO 14001:2015 certification. Constantly investing in infrastructure, ACS manages every year more than 50 million of shipments and covers 100% of Greece with its own National store network, while for overseas shipments it has established collaborations with large international companies. In addition, ACS works with international courier and transport companies

and networks in order to handle shipments, acting as agent, both in Greece and in Cyprus. Aiming at the best possible service of its customers, ACS has developed integrated organization and technology in its sector, with modern infrastructure in computer equipment and automated sorting systems and shipment monitoring systems. The company constantly invests in infrastructure and the design of new pioneering services and products, both for the Courier and the Post Service market, aiming at covering the daily communication and transport needs of hundreds of thousands of businesses and individuals, fast, securely and reliably.

Our Vision

To be the leading courier company in Greece and Cyprus, as well as the most reliable new postal service provider, constantly enhancing market share, and facing the challenges of the time and competition with long-term planning, boldness and creativity.

Our Mission

To continuously improve the quality of the provided services and to continuously increase the value of the company for our shareholders, employees, partners and customers.

Our Values



Corporate Governance

ACS, like all companies in the Quest Group to which it belongs, is governed and operates within a connective, flexible and fully structured framework of Corporate Governance, which is in compliance with Greek legislation.

The Corporate Governance of the company reinforces transparency, the responsible operation, the taking of important decisions in a collective manner, ensuring its sustainable growth and protecting the interests of its stakeholders.

By applying the core principles of Corporate Governance, the company has set the following goals:

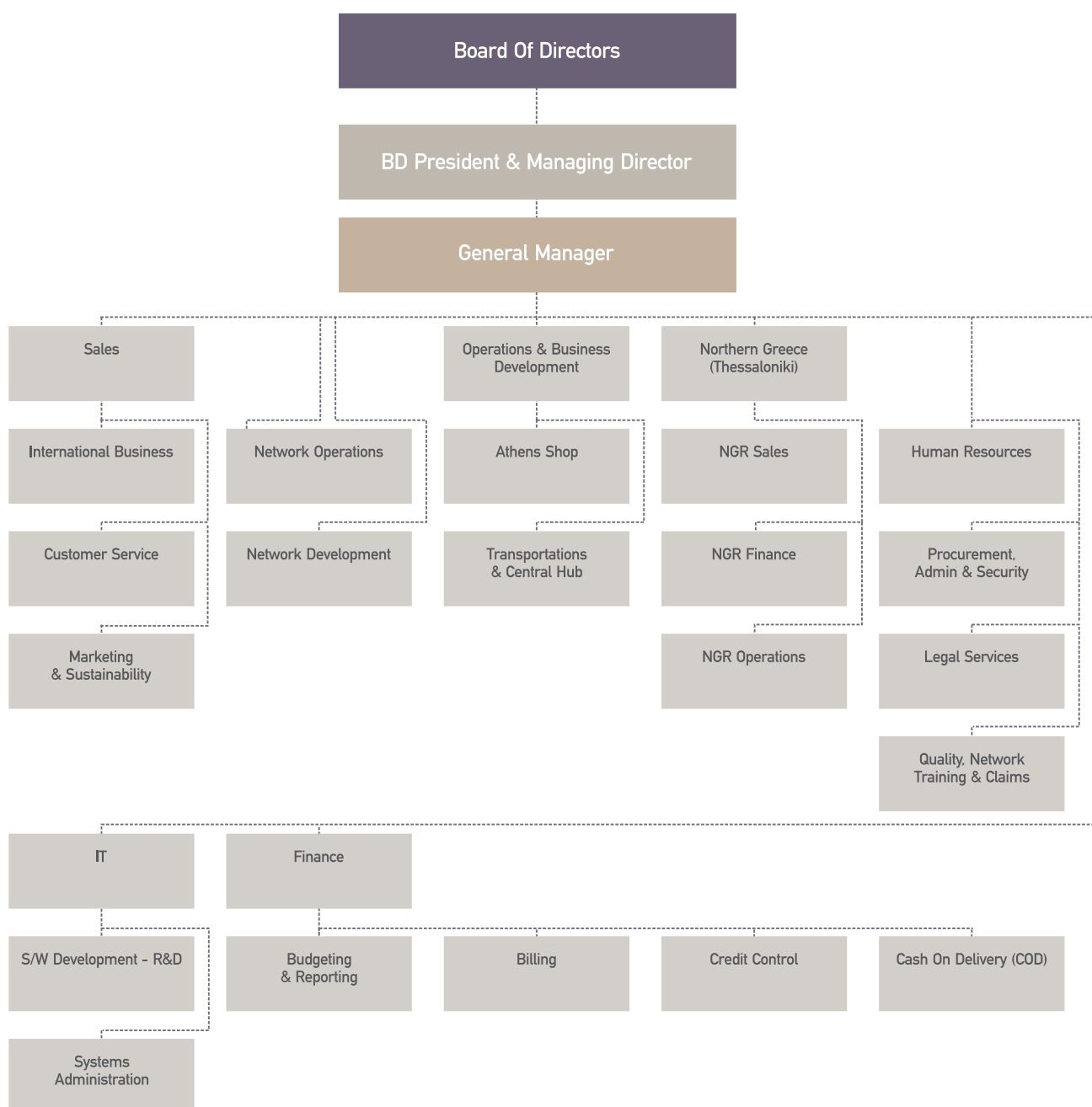
- Transparency in management and responsible entrepreneurship.
- Disclosure of information to shareholders and their participation in key decision-making.
- Speedy decision-making and efficient administration
- Identification, recognition and mitigation of risks.
- Ensuring a quality work environment.
- Independent audit.
- Raising awareness of the human resources of companies on issues related to environmental protection and contribution to society in general.

ACS applies Internal Rules of Operation in accordance with the requirements of the law, as well as a special Internal Audit Regulation.

| Board of Directors | | | |
|------------------------|--------------------------------|--------------------|--------|
| Apostolos Georgantzis | Chairman and Managing Director | Theodoros Fessas | Member |
| Eftychia Koutsourelis | Vice-Chairwoman | Markos Bitsakos | Member |
| Konstantinos Menegakis | General Manager, Member | Konstantinos Rigas | Member |

Organization Chart

The Board of Directors is staffed by specialized executives, and investments are constantly made by ACS on their development, in order to upgrade its organization and its human resources.



Note: Sustainable Development and Social Responsibility issues are managed by the Sustainability Committee which reports directly to the Managing Director. The Committee acts based on the strategic directions and coordination of the Social Responsibility & Sustainability Committee of the Quest Group.

ACS awards and distinctions

In 2019, ACS received the following distinctions:

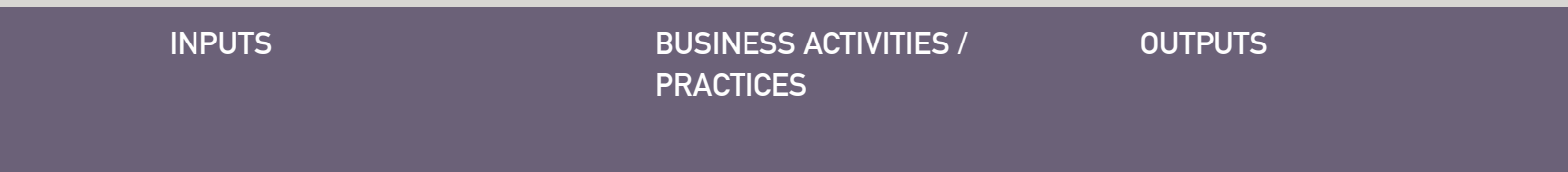
- **New Time Publishing**, under the auspices of the Athens Exchange and EOT - Diamonds of the Greek Economy - **"Diamond of the Greek Economy 2019"** Award for ACS as the financially healthier and fast developing company in courier and simple postal services market.
- **Direction Business Network**, under the auspices of the Ministry of Economy and Development and SEV - Leaders of the Greek Economy, **"The Protagonists of the Sectors"**, "Courier Services" sector- Distinction for the market leadership of ACS based on objective economic indicators and criteria.
- **Smartpress, e-BIZZ Awards 2019** - **"Logistic Solution of the Year"** for the application of "ACS Mobile App" mobile devices.
- **ICAP Group**, under the auspices of the Greek Ministry of Economy and Development and the Hellenic Economy & Finance Association - **True Leaders of the Greek Economy** - "True Leader" distinction for ACS, as the leading company in its industry based on the development of its basic economic fundamentals.
- **Fortune Greece**, Most Admired Companies in Greece - ACS ranked 18th among the 20 most admired companies in Greece, following an online poll by market executives.



For more info, go to www.acscourier.gr.

Value Creation <IR>

OUR BUSINESS MODEL FOR SUSTAINABLE DEVELOPMENT



INPUTS

FINANCIAL CAPITAL

- Equity

INDUSTRIAL CAPITAL

- Buildings
- Infrastructure (sorting centers)
- Fleet (transport)
- Computer equipment

INTELLECTUAL CAPITAL

- Software and systems
 - Automatic screening systems
 - Systems for monitoring the trajectory and location of shipments
- Procedures/training programs, protocols
- Reputation / Trust

HUMAN CAPITAL

- Total human resources
- Knowledge, skills and abilities
- Ethical values
- Trust/loyalty

SOCIAL CAPITAL

- Cooperating with international courier and transport networks to manage shipments
- Relationships with stakeholders

NATURAL CAPITAL

- Energy
- Water
- Raw materials

BUSINESS ACTIVITIES / PRACTICES

PRIMARY

- Development and provision of postal services

SUPPORTIVE

- Quality, infrastructure security, data protection and operational continuity
- Marketing of services
- Human Resource Management
- Management of customer service requests
- Monitoring of quality indicators
- Legal Services (Anti-corruption and anti-competitive behavior practices)
- Personal data management
- Assessment of agents/partners/
- Code of Conduct
- Managing relationships with stakeholders
- Services to the community, corporate volunteerism
- Implementation of the Environmental Management System
 - Actions to improve the environmental footprint
 - Use of renewable energy sources (photovoltaics)
 - Actions to reduce greenhouse gas emissions and pollution during transport

OUTPUTS

FINANCIAL CAPITAL

- Creating financial value/financial performance of the company

INDUSTRIAL AND INTELLECTUAL CAPITAL

- Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad
- Ensuring quality, infrastructure security, data protection and operational continuity

HUMAN CAPITAL

- Ensuring the health, safety and well-being of employees
- Providing continuing education, certification and employee development

SOCIAL CAPITAL

- Ensuring business ethics and regulatory compliance
- Creating a healthy ecosystem of agents
- Participating in large-scale public benefit activities

NATURAL CAPITAL

- Reducing energy consumption and greenhouse gas emissions

OUTCOMES

Effects for the company

OUTCOMES

Effects created by the company for its stakeholders

OUTCOMES

Effects that the company has on the economy, society and the environment

- Increase of market share.
- Expanding and developing the portfolio of solutions and services and placing them on new markets
- Exporting know-how
- Developing innovation and improving knowledge through optimal use of new technologies
- Improving continuously the company's operations and internal organization (operational excellence)
- Improving competitiveness
- Improved competitive advantage
- Long-term reduction of operating costs
- Boosting reputation / leadership
- Increasing productivity / improving customer service
- Improving opportunities for internal mobility
- Talent retention
- Improving competitive advantage as employer of choice / best workplace
- Enhancing the profile of a responsible employer
- Ensuring social authorization

GROUP SHAREHOLDERS

- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

FINANCIAL INSTITUTIONS / INVESTMENT COMMUNITY

- Maintaining and improving their sound financial position
- Increasing confidence by focusing on ESG criteria
- Increasing confidence and satisfaction

CUSTOMERS

- Development of innovation
- Improving services, internal functions and procedures
- Creating competitive advantage
- Improving productivity
- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

SUPPLIERS/PARTNERS

- Creating indirect jobs
- Developing innovation and improving knowledge through the best use of new technologies
- Improving productivity
- Maintaining and improving their sound financial position
- Increasing confidence and satisfaction

AGENTS

- Increasing turnover
- Improving productivity
- Strengthening employment
- Improving knowledge and upgrading skills and competencies
- Enhancing the feeling of security and reciprocity
- Improving morale
- Increasing confidence and satisfaction

EMPLOYEES

- Improving knowledge and upgrading skills and competencies
- Improving the possibility of internal mobility and outside the Group
- Improving productivity
- Enhancing the feeling of security and reciprocity
- Improving morale
- Increasing confidence and satisfaction



ACS

Charter for Sustainable Development, Significance and Limits



Charter for Sustainable Development, Significance and Limits

The process of determining the essential issues is described in section "Identification of the Sustainable Development Material Issues" of the Quest Group. In particular for ACS, the total of the identified sustainable development issues that resulted from the

process described in the above section in the context of identifying the most essential issues for the Sustainable Development Report 2019 are the following:

1. Creating financial value / financial performance of the company
2. Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad
3. Ensuring business ethics and regulatory compliance
4. Ensuring quality, infrastructure security, data protection and business continuity
5. Adopting responsible marketing and communication practices
6. Creating a healthy ecosystem of agents and suppliers/partners
7. Strengthening employment by creating new jobs
8. Providing timely and competitive remuneration/benefits to employees
9. Ensuring the health, safety and well-being of employees
10. Providing employees with continuous training, certifications and development business
11. Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.)
12. Reducing energy consumption and greenhouse gas emissions
13. Adopting recycling and circular economy practices
14. Reducing water consumption.
15. Reducing noise and impact on the traffic problem of urban centers
16. Participating in large-scale public benefit activities

Respectively, the Materiality Chart that follows presents the results (material issues) of the above process for ACS.

ACS - Materiality analysis



In addition, the information shown in the table below, which is based on the requirements of the GRI Standards, presents the material issues that have arisen:

- What are the UN Sustainable Development Goals? To which the company contributes (broader economic, social and/or environmental effects)

1. Why every issue is material:

- Which stakeholders are affected by the most material sustainable development issues of the company (based on the results of a research on the materiality of sustainable development issues*)

2. Who causes these effects:

The challenge of each effect may occur at different phases of the company's value chain. Consequently, some are caused directly by the company and some indirectly by a third party whose activities are related to the Group (downstream or upstream).

| Material Issue | Why is the issue material | | Effect limits | |
|--|---|--|----------------------------|---|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Group | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Creating financial value / financial performance of the company |  | <ul style="list-style-type: none"> • Shareholders • Customers • Agents • Employees | ✓ | <ul style="list-style-type: none"> • Customers • Agents |
| Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad |  | <ul style="list-style-type: none"> • Customers • Agents • Suppliers / Associates • Employees • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Agents • Business Community |
| Creating a healthy ecosystem of agents |   | <ul style="list-style-type: none"> • Customers • Agents • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Agents |
| Ensuring business ethics and regulatory compliance |  | <ul style="list-style-type: none"> • Employees • Customers • Agents • Suppliers / Associates • Shareholders • Business Community | ✓ | <ul style="list-style-type: none"> • Agents • Regulatory and business entities |
| Ensuring quality, infrastructure security, data protection and operational continuity |   | <ul style="list-style-type: none"> • Employees • Customers • Agents • Suppliers / Associates • Shareholders | ✓ | <ul style="list-style-type: none"> • Agents |
| Ensuring the health, safety and well-being of employees |   | <ul style="list-style-type: none"> • Employees • Customers • Agents • Suppliers / Associates • Business Community | ✓ | <ul style="list-style-type: none"> • Customers • Agents |

| Material Issue | Why is the issue material | | Effect limits | |
|---|---|--|----------------------------|--|
| | Wider economic, social and/or environmental effects caused by the issue | Stakeholders directly affected (financially, socially and/or environmentally) by the issue | Effect caused by the Group | Interested parties outside the Company that may cause or be associated with the effects of the issue |
| Providing employees with continuous training, certifications and development business |    | <ul style="list-style-type: none"> • Employees • Customers • Agents • Suppliers / Associates | ✓ | <ul style="list-style-type: none"> • Customers |
| Reducing energy consumption and greenhouse gas emissions |  | <ul style="list-style-type: none"> • Shareholders | ✓ | <ul style="list-style-type: none"> • Customers • Regulatory and business entities |
| Participating in large-scale public benefit activities |        | <ul style="list-style-type: none"> • Employees • Social Agencies | ✓ | <ul style="list-style-type: none"> • Customers • Agents • Social Agencies |

ACS

Material Issues



Material Issues

Creating financial value / financial performance of the company

How we handle it

Following consistently our strategy, the main features of which are:

- Diversification and innovation in relation to competition.
- Provision of reliable and quality services at competitive prices.
- Continuous improvement of operational processes, productivity, efficiency and services provided.
- Expansion to new products, services and markets with a higher profit margin.
- Strengthening the network of our stores inside and outside Greece.
- Continuous improvement in all areas, with effective management, sound corporate governance and accountability
- Implementation of the best technocratic and meritocratic practices
- Provision of incentives to employees and rewarding them.



Adhering to a strong value system, in 2019 we focused on increasing revenue and profit margins, through cost containment, effective risk management and the production of positive cash flows.

We remained in 2019 a leader in the courier market, maintaining our advantage from competitors and at the same time we maintained our share in the market of ordinary postal services. Further, in 2019, it continued to implement the upgrade program of the most important retail points in the stores of the company's associates, both in infrastructure and training and certification of employees, aiming at a better and more complete sales experience and at the increase of sales in the market.

Based on these goals, we have been investing in recent years in the introduction of new innovative solutions and services, designed primarily for the e-commerce market. The growth of the company's courier business activity in recent years is due to the general growth

of this market, which is estimated to continue to grow in the coming years. In this context, in order to better serve the market and increase the shares of our company - from mid-2017 - we are implementing the second phase of the upgrading of the sorting facilities in Attica, by creating a modern sorting center with a much higher capacity and five times more sorting potential, which is expected to be completed in 2021. The amount of the remaining investment that is estimated to rise is around € 29 million and will allow, in combination with other investments, to cover the future increasing volumes of e-commerce.

The postal market remains a declining market due to the gradual replacement of mail by electronic communications, where double-digit volume reductions are expected due to the acceleration of the use of electronic bills (e-bills). ACS's market share is still very small (around 7%) and the company's strategy due to the declining market is mainly defensive.

Our performance / Our goals

In 2019 we had a positive course with the development of all its activities:

- Revenue stood at € 110.5 million, an **increase of 7.3%** compared to 2018. Revenue from courier services increased by 7.3% in 2019 compared to 2018, while revenue from postal services increased by 8.5% compared to the previous year (the business activity of postal services is the second main business activity of the company after courier services and represents 13.5% of the total revenue of the company).
- EBITDA stood at € 15,760 million (an **increase of 14.7%** since 2018).

- Earnings before taxes (EBT) amounted to € 13,200 million (**7.1% higher** than in 2018), while earnings after taxes and minority interests (EAT after NCI) amounted to € 9,709 million (compared to € 8,815 million in 2018).
- Net cash at the end of 2019 amounted to € 16,123 million.
- Net cash flows from operating activities amounted to € 8,971 million.

This was achieved mainly due to the rapid growth of e-Commerce, while it is anticipated that the company's revenue from courier services will increase over the next years..

| Direct financial value generated and distributed | | | |
|--|--------------------------------|---------|---------|
| | | 2018 | 2019 |
| (€ x 1000) | | | |
| Financial value generated | Revenue | 103,255 | 110,156 |
| | Operating costs | 70,718 | 78,545 |
| Financial value distributed | Employee salaries and benefits | 20,680 | 21,350 |
| | Payments to financing bodies | 500 | 780 |
| | Payments to State bodies | 2,646 | 3,365 |
| | Social investments | 181 | 173 |

| Total Social Contribution of ACS | | |
|----------------------------------|----------|----------|
| | 2018 | 2019 |
| | €556,452 | €512,874 |

It is noted that the total social contribution of the company in commercial value of products, services and financial contribution for 2019 amounts to € 512,874 compared to € 556,452 in 2018.

Within the framework of the above, the Goals for 2020 were as follows:

The main goal for 2020 is to maintain the profitability figures and if possible, to further improve the indices, in alignment and with the Company's 5-year Strategic Plan (2018-2022).

| | |
|-------------------|---|
| GOALS 2020 | <ul style="list-style-type: none"> • Retention of margin > 10% • Growth of e-commerce sales by more than 10% • Growth of total sales by => 5% • Maintaining or increasing the company's market share (Post and Courier) |
|-------------------|---|

For 2020, ACS bases its revenue growth mainly on courier services. The market for courier services is estimated to grow due to the growth of e-commerce. At the same time, the company will continue to significantly upgrade its computer infrastructure and new

solutions for its customers, as well as to develop a network of points to better serve the needs of its e-commerce customers, aiming at increasing its market share.

Providing services and solutions that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad

How we handle it

Development and innovation of services and solutions

For many years now, we have been taking significant steps to develop new services and to improve existing ones. Since 2011, we have established separate Business Development Management, so as to achieve the maximum possible benefit. We are constantly monitoring what is happening in the Greek and the foreign market and carrying out systematic process assessments of the value and the respective return on investment (ROI), as well as a continuous evaluation of the development proposals for new services, products and applications to improve the Company's operating procedures.

The issues examined and set as the company's goal for the development and innovation in respect of each new idea are:

- Development of existing products and services.
- Creation of new products/solutions.

- Expansion and opening to new markets.
- Upgrade of the company's operating method, particularly in automation issues and matters of quality of service and constant upgrade-improvement of computerized applications and internal organization.

The major products and services we developed in 2019 are divided into the following main categories: Commercial and Operational services - Store Network Support services. The company's new proposals - solutions to the courier market are mostly linked to the quality upgrading we seek.

Given the strong growth of e-Commerce in Greece, we are taking actions in recent years, with the main aim to provide targeted innovative services for e-commerce.

- In 2016, we included in our portfolio the pioneering **ACS ReDirect** services for Greece (the possibility to redirect shipments from the customer's mobile phone) and **ACS Smart Point** (for sending and shipments from cooperating Shell stations).
- In 2017, we made available the low-cost export services **ACS EU and Cyprus Economy**.
- In 2018, we implemented the new, innovative mobile application "**ACS Mobile App**" for Android and Apple mobile devices.
- In 2019, we extended the **ACS Card On Delivery service** (offering the possibility to pay cash on delivery shipments with payment cards) **to deliveries at the customer's premises** as well (via Mobile POS devices) **on a nationwide scale**.

The above innovations, not only improve customers' experience, but also give the e-shops we work with a great competitive advantage, in a very demanding market.

We have also developed innovative solutions, based on the special needs of our customers:

- Free on-line IT solutions for preparing, controlling, managing and monitoring daily business shipments (**ACS Connect - ACS Web Business Tools**).
- Discount Card for Professionals and Individuals (**ACS Member**).
- Online solutions through **web and mobile apps** (track and trace of shipments, service store locator, cost calculation).

Digital Transformation

As part of our strategy, we have focused on developing new technological solutions and tools to improve our organizational

processes and systems, in order to upgrade and streamline our services, minimize human error due to the automations we have integrated into every stage of operation and, ultimately, to improve the service we provide to our customers. Utilization of technology

and the internet gives us the opportunity to offer online services, which reduce communication and delivery times, i.e. any delays and returns, while offering immediate (real-time) information and better services to users.

In addition, we have integrated state-of-the-art systems and solutions at all stages of the “customer journey”, from receipt (by the sender) to final delivery to the recipient. This is the reason why we have invested in recent years in the upgrade of automatic machines and sorting systems, in the latest technology mobile devices used by ACS distributors nationwide, in automatic customer information systems via e-mail or Viber/sms, in the automatic payment of cash on delivery through online transfers, in the electronic call of the distributor through the ACS site (e-shipping), in on-line computer solutions for preparation, control, management, but also monitoring of daily shipments (ACS Connect - ACS Web Business Tools), as well as in mobile applications such as ACS ReDirect (online shipment redirection) and ACS Mobile App, for the most prompt customer service on their mobile phone.

At the same time, in the context of the digital transformation strategy, we make continuous investments in innovative systems, automation

and modern equipment. Indicatively, we commenced a complete reconstruction of the company’s communication systems throughout its Nationwide Service Network, which is expected to be completed within 2020, which includes multiple communication capabilities and offers automated service without delays, while incorporating innovative artificial technologies, voice recognition etc.

Customer service and satisfaction

Customer service is an important factor in the courier and postal services sector, not only when it comes to satisfying the needs of the existing customers, but also to attracting new customers.

We monitor specific quality indices related to delivery times of shipments, counting and recording of customer requests and assessment of results (after the management). The professional handling of customer service requests helps build relationships of trust.

Based on the findings, we proceed with corrective actions mainly focused on:

- Providing immediate and full information to the customer on the stages of his/her shipment course.
- Improving customer experience through combined services (change in the date or time of delivery, possibility of payment by credit card, etc.)
- Improving delivery times.
- Improving arrival times of the carried shipments to local delivery stores.
- Improving systems of communication with the customer with a new call center which will support an advanced IVR system, CTI, NLU and integrated communication channels (Omni channel).
- Installation of a new CRM for the support of integrated communication with the customer.
- Continuous training of its employees and the network of its partners.

Personnel training on customer service

In 2017 we designed and launched, in collaboration with a specialized consulting company, the implementation of an extensive training program to all stores across Greece, called “**ACS Customer Experience**”, creating “The ten commandments of ACS service”. The program’s goal was to achieve a uniform level of behavior, focused on the ACS Customer, based on specific service values which all stores of the ACS network must adopt and “uphold”. The program was launched in June-July 2017 with the training of the human resources who come in contact with the customer (Call Center, Customer

Service, Network Service Department, Sales Department, Regional Audit, etc.), at the head offices of the Company and continued in October-November 2017 with seminars for employees of the stores of Attica and Thessaloniki.

In 2019, and in order to better assimilate the basic service principles, promotional campaigns were run on a continuous basis for all service employees (in the ACS Online system of office employees and in the PDA terminals of the distributors), in order to remind them of all services that are advantageous to the customer.

Market research

i) Mystery Shopping

ACS has already conducted 3 **Mystery Shopping** surveys at a selected sample of its stores (in 2015, 2017, 2018 and 2019) and a corresponding sample of its main competitor’s stores in order to evaluate the service of the network in a variety of areas (Shop Service, Telephone Service, Courier Service).

ii) Telephone e-commerce survey

A telephone survey was conducted for the first time in 2019, which involved targeted e-commerce stores (from the Company’s clientele) as part of its e-Commerce market focus strategy, which will be repeated every year.

iii) Net Promoter Score survey

Due to the large number of shipments, we created since 2016 a new assessment tool by means of an e-questionnaire, through which it would be able to easily send the questionnaire (via Viber or SMS) to the user of the services (the recipient or sender) and receive the customer experience online.

The results of this ongoing survey reveal the percentage of satisfied customers, which is essentially the customers who have expressed

a great willingness to recommend ACS (enthusiastic supporters / promoters), based on the service experience they have received.

Also, in 2019, an extension of the relevant questionnaire was planned so that customers can also evaluate qualitative features of their service, giving more information about the reasons for their positive or negative scores.

Our performance / Our goals

Development and innovation of services and solutions

The estimated effect of the new services and solutions within the next three years is illustrated in the following table:

| Service | Service Goal | Result 2019 | Goal within 3 years (%) | Economic Effect | Description |
|---|--|--|-------------------------|--|--|
| Smart Points | e-Commerce recipient/ Improvement of Customer Experience | 0.85% of e-commerce shipments (shipments served via Smart Point) | 1%-3% | Distribution Costs - ACS Network | Long-term Reduction of Transport Costs |
| Rescheduling / Redirect | e-Commerce recipient/ Improvement of Customer Experience | 1.92% (shipments served via Smart Point) | 2%-3% | Distribution Costs - ACS Network | Long-term Reduction of Transport Costs |
| Web Reporting ABP Post | Customer | 97% availability from ACS to ABP (Post) customers | >95% | ACS (new business) | Maintaining/ Attracting new customers |
| Designing Solutions to Collect money via bank cards | Recipient and e-Commerce Customer | 15.6% of cash on delivery | 20% | ACS - Differentiation from competition | Attracting new customers |

Customer service and satisfaction

We monitor on a monthly and/or annual basis the qualitative indicators of customer satisfaction and, depending on the results, we proceed with special actions, including conducting phone surveys

of recipients to assess the quality of the services provided and the customer experience.

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|--|
| Percentage of complaints for all regular mail shipments (under the responsibility of ACS). | 0.038% | Improvement of the index < 0.3%. |
| Percentage of complaints for all courier shipments (under the responsibility of ACS). | 0.063% | Improvement of the index by 0.005%. |
| Rate of refunds for all courier shipments. | 4.69% | Improvement of the index to < 4.3%*. |
| Average delivery time for all courier shipments. | 1.69 days | Maintaining the index at < 1.8 days*. |
| Average delivery time for all post shipments. | 3.25 days | Improvement of the index by 3.0%*. |
| Percentage of shipments with loss or loss/theft statement. | Rate of loss statement = 0.003% and loss/theft = 0.003% | Improvement of the index by 3%* (average). |
| Measurement of the use of new innovative services/solutions by customers: | | |
| <ul style="list-style-type: none"> • Deliveries from smart points used by e-shops (as a way of delivery from the issuer of the voucher). | <ul style="list-style-type: none"> • 97,784 | <ul style="list-style-type: none"> • Increase 10% |
| <ul style="list-style-type: none"> • Total percentage of ReDirect use. | <ul style="list-style-type: none"> • 41.99% | <ul style="list-style-type: none"> • Increase 10% |
| <ul style="list-style-type: none"> • Percentage of vouchers from Web Business Tools and Connect. | <ul style="list-style-type: none"> • 52.60% | <ul style="list-style-type: none"> • Increase 4% |
| <ul style="list-style-type: none"> • Annual downloads of Mobile App. | <ul style="list-style-type: none"> • 94,204 (74,399 Android+19,085 iOS) | <ul style="list-style-type: none"> • 135,000 |
| Number of customer service transactions from Mobile POS. | 37,237 transactions | Improvement of the index/number above 10%. |

* *Important Note:* the COVID-19 pandemic has significantly changed the way shipments are managed and handled. The duration of these conditions will affect the index for 2020 accordingly. These targets in 2020 are for the normal periods and will be calculated outside the lockdown periods or significant impact on the operation due to the COVID-19 pandemic.

Market research

i) Mystery Shopping

During the 2019 survey, the overall score of the ACS rating was **52.1%**, showing an **improvement compared to 47.8% in 2018**, while it held a higher percentage than assessment of its competition. The goal for 2020 is to further improve the index and maintain a higher rate than to assess competition.

ii) Telephone e-commerce survey

ACS's 2019 rating score on the **"Willingness to Recommend"** (which is considered to be the main source for predicting future consumer behavior) was **45%**. The goal for 2020 is to improve the index.

iii) Net Promoter Score survey

From the total of replies that ACS received in 2019 from the survey sent to customers, via Viber, gathered a percentage of satisfied customers **61.6%** (showing an improvement compared to **57.5%** in 2018), which essentially concerns customers who expressed a great willingness to recommend ACS (passionate promoters), based on the service experience they have gained. The goal for 2020 is to improve the index compared to 2019.

GOALS 2020 - 2021

- Upgrading the services provided by serving the recipient rather than the billed customer, as well as improving the services we provide in the Greek market.
- Improving or maintaining customer satisfaction indicators as well as market research indicators (a. NPS, b. total ACS rating score from Mystery Shopping, c. "Willingness to Recommend" based on the e-Commerce telephone survey.
- Recording and implementing a methodology for the development of innovation and Business Development.
- Developing new technological solutions and developing and improving services with the aim of better serving our partners and customers, both for B2B services and for the satisfaction of our private customers, which make us different from the competition.
- Serving the e-commerce customer-recipient, with services and solutions that aim to improve their experience, utilizing our technological superiority and the largest service network in Greece that we are constantly expanding (e.g. Estimated Time of Arrival, where the recipient will be informed on his mobile phone about the exact time window of the delivery).

Creating a healthy ecosystem of agents

How we handle it

ACS bases its operating model on its system of agents, having created for the last 39 years the largest autonomous network of courier stores in Greece, Cyprus, Albania and Bulgaria. This ecosystem, which consists of a set of partners, people, infrastructure and functions, is inextricably linked to ACS, thus any changes in this ecosystem affect the operation and reputation of ACS in various ways.

Procedures and monitoring

We always take care to provide our partners with the necessary procedures to be followed for our and their sustainable development at every level, while we maintain open and frequent communication with them for the immediate resolution of any handling or commercial and financial issues, with the appropriate guidance from the relevant departments, but also the special department of Regional Control of the ACS Network.

All branches of the ACS network are monitored under the supervision of the competent regional managers, who must check that the procedures are followed and support agents in sales or operational problems. The regional managers attend regular meetings held at the company's headquarters with the Network Development and Operation Department, in order to manage ACS network issues, process changes, issues that need to be monitored, pending previous meetings, analysis of quality indicators, statistics production and

sustainability, competition, etc., taking the necessary steps to address / resolve them immediately.

Regarding the selection of agents, the following procedure is followed for them to join our network:

1. The Network Development Manager collects data for all candidates. He/she makes a first evaluation of them in order to reach a final list of suitable candidates, whom they evaluate and fill in an evaluation form for each one.
2. The evaluation criteria, on which the final choice of agent will be based, are knowledge of the market, locality, willingness to work personally in the store, favorable or unfavorable financial data, previous service in shipments, academic education, good communication skills, professional behavior and recommendations.

Organization and operation of stores

We have set a framework of specifications for the new stores of our network, in order to ensure their proper operation. In particular, in 2019, **4 categories of stores** were defined based on the volume of shipments and the required area in areas of handling and customer service, so that they can cope with the increase in the number and volume of electronic shipments.



At the same time, we proceed with the **financial funding** of the agents, where it is deemed necessary for building new stores (the amount of financing depends on the size, the area and the general needs of the store), in order for the respective agent to obtain liquidity and be able to meet the cost of construction.

In 2019, we signed a central agreement with the company Autohellas Hertz for the gradual **renewal of the transport fleet** of the stores, thus ensuring better financial conditions for the agents to upgrade their vehicles. The agents who participated in this program were able to rent trucks through this company, with a five-year leasing program, by paying a monthly rent with a right of redemption at the end of the rental period, on very competitive terms.

Training of ACS Network employees

We offer specialized e-learning courses to the agents' staff, with the aim of strengthening the staffing of the stores with properly trained

employees, which will ensure the provision of quality services and increase productivity. Distance training is carried out by creating and developing **technical "specialty" e-courses** that relate exclusively to the operation of the company.

Change of procurement status

Due to the continuous growth of e-commerce in Greece and the corresponding increase that necessarily brings to deliveries to the recipients of electronic purchases, we have begun to work out a plan to modify the procurement status to agents, with the aim of gradually improving their financial viability.

Our performance / Our goals

ACS sets goals regarding the improvement of the infrastructure and the organization/operation of the stores, so that they can cope in the long run with the ever-increasing needs of managing shipments by e-commerce customers.

Specifically, we monitor the above objectives with the following indicators:

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|---|---|
| Amount of delivery supplies divided by the amount of store receipt supplies. | 0.53% | Gradual transfer of supplies from receipts to deliveries: increase of the fraction by +3-5% per annum. |
| Infrastructure and actions of organization/operation of stores (area of premises, means of transport, staff employed and training). | <ul style="list-style-type: none"> Total store area: 25.181,09 m². Total means of transport of stores: 1,004 two-wheelers and 742 cars. Total of employees at stores' reception desks: 436 persons. Total of employees at stores' shipments handling departments: 1.826 persons. Number of training of employees through e-learning: 3.145 persons. | <ul style="list-style-type: none"> Increase > 5% Increase 5% in two-wheelers and 8% in cars Increase 3% Increase 3% Increase 5% |

In the next 3 years, a study is scheduled to be carried out in order to take additional measures regarding the viability of ACS branch stores, based on future needs arising from the increase in e-commerce.

Ensuring business ethics and regulatory compliance

How we handle it

For us at ACS, full compliance with applicable law, as well as applicable policies and procedures, are absolute values, inextricably linked to our business model, history, reputation and ability to achieve our goals. Regulatory compliance also has a wider impact on the sustainable development of the markets where we are engaged, specifically as to the contribution towards a strong and well-regulated business environment and the support of strong institutions, which promote progress and development. Moreover, any deviation from the principles and moral practices of the company would jeopardize the good reputation, the credibility and, by extension, our results, and, as such, is unacceptable.

At the same time, our stated principles and values are governed by the principles of sustainable development. Also, in the framework of the Risk Management Policy, the Risk Assessment process identifies risks, as well as the measures to deal with them, for any cases of non-compliance with the current anti-corruption and unfair competition laws. In addition, we keep full files on and handle the above issues, while we operate based on a specific approval process, thus ensuring transparency, information and proper management.

Since 2017, we have approved and adopted the Group's Ethics Policy, aiming at integrating it into the daily work and culture of our employees. The Policy concerns the rules of conduct on the basis of which all our activities are designed and operated and are followed by our executives and staff to avoid corruption and bribery.

Any payment in kind or money, to any person or official to facilitate or expedite our activities or to give the impression to state officials suggesting the promise of bribery in any manner, is inconceivable. In addition, the employees may not use any other illegitimate means to ensure any unacceptable business advantage.

Respectively, we follow the Group's **Risk Management Policy** since 2017, while in 2018 the **Risk Assessment Process** was updated and completed, which identified and recorded the risks, as well as measures to address them, including, but not limited to, cases of non-compliance with existing legislation (such as anti-corruption and anti-unfair competition law).

A control mechanism has been created, whereby employees are required to report any incident, which they believe is contrary to the Ethical Conduct Policy and may involve a corruption case. All reports of such incidences are recorded and kept in a relevant file.

The individual lodging the complaint shall be protected against any negative action as a consequence of the complaint. However, ACS

reserves the right to take any action it deems appropriate against any executive officer, employee or partner, inasmuch as it is proved that such person has consciously and deliberately discredited the Company or any third party or provided false information to the Company or any third party.

All complaints shall be investigated by a committee consisting of authorized Managers. The Administration of the Company shall have the possibility to refer to the competent authorities for further investigation or to report to the authorities any criminal offenses. At the same time, with the support and provision of the appropriate tools by the company' Management and with the experiential training in relevant programs from the Human Resources department, the principles of ethical ethics that we have adopted, are promoted to all staff and integrated into daily work and the culture of employees.

Responsible supply chain

Given its market leadership and continuous focus on providing services to better serve its customers, ACS selects reputable and reliable suppliers of products and services in equipment and technical infrastructure based on the criteria of quality of products and services, competitive costs, but also their good reputation and reputation in the respective market, which contribute to the further optimization, automation and cost savings, for the better operation of the company.

At the same time, in the context of the corporate governance principles governing its operation, ACS, like all Quest Group companies, adopts and applies the ten principles of the UN Global Compact in the areas of human rights, labour, environment and anti-corruption.

The ten principles of the UN, together with the principles and values of the Company, define the framework for the evaluation of both its existing and future Suppliers of goods and services in relation to Corporate Responsibility issues in the areas of labour, health and safety, environment and ethics.

The relationships that ACS develops with its suppliers are based on trust and honesty. The Company implements the common Procurement Policy of the Quest Group, while it has posted the Code of Conduct of the Group's Suppliers on its website, at the following link: <https://www.acscourier.net/el/etairike-diakybernese>.



Our performance / Our goals

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|--|
| <ul style="list-style-type: none"> • Zero incidents and/or complaints on issues related to: | <ul style="list-style-type: none"> • Zero incidents and/or complaints on issues related to: | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices. |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|---|--|---|
| <ul style="list-style-type: none"> o Corruption o Unfair competition o Anti-competitive behavior, anti-trust and monopoly practices • Full compliance with laws and regulations in the social and environmental area. | <ul style="list-style-type: none"> o Corruption o Unfair competition o Anti-competitive behavior, anti-trust and monopoly practices • The Company's goals are zero incidents of non-compliance with applicable legislation. In 2019, all the deficiencies from PD 16/1996 and L. 3850/2010 in ACS were restored, following a relevant audit of the Special Inspectors department of SEPE during the first quarter of the year, while today there is no case pending for Quest Group companies. | <ul style="list-style-type: none"> • Full compliance with laws and regulations in the social and environmental area. |



Ensuring quality, infrastructure security, data protection and business continuity

How we handle it



Quality Assurance

Quality in our company is part of our culture and is a daily priority, permeating all activities, from the creation and provision of services, to customer and partner relationships, way of operation, audit and continuous improvement.

The smooth operation of the Quality System that we follow based on the requirements and expectations of our customers, is the responsibility of the Top Management, which ensures it by:



- Communicating the importance of continuous improvement.
- Defining and substantially implementing the quality policy.
- Identifying and monitoring objective quality objectives.
- Reviewing the System through the regular meetings.
- Rewarding employees' participation in continuous improvement processes through suggestions for improvement and recording non-compliances.
- Defining a flexible and effective organizational framework.
- Appointing a quality representative.

We are certified and operate in full compliance with the following certificates:

1) Quality Management System Certification of Conformity EN ISO 9001: 2015, ABS (certificate no. 35932)

- Carriage of documents, small parcels and packages within 24 and 48 hours.
- Carriage of high-security documents.
- Carriage of Blood Samples and other Biological Substances and radioactive materials.

2) Environmental Management System Certification of Conformity EN ISO 14001: 2015, ABS (certificate no. 50336)

Carriage of documents, small parcels and packages within 24 and 48 hours.

Protection of Personal Data

Due to the nature of our operations, we also apply special policies and procedures relating to:

- Security of transports
- Postal service confidentiality assurance and protection
- Security of postal services and confidentiality assurance
- The confidentiality of communications and information risk assessment
- Image management security

We implement a program of compliance with the EU's General Data Protection Regulation 2016/679, which is continuously upgraded and updated according to our needs. We are constantly reviewing the necessary measures, so that the personal data we manage are fully protected, processed only for the purpose for which they are collected and they meet the requirements of the relevant legislation.

At the same time, employee training programs are being implemented in this area. In 2019, a training was held with a percentage of participants of 55% (this concerns employees of headquarters in offices). The training was held by the Quest Group Consultant and DPO. For 2020, due to the large dispersion of stores, it was decided to update/training employees at the company's stores through the electronic platform of asynchronous education.

Security Infrastructure and Business Continuity

The development of secure ICT infrastructure is included in our strategic plan. Due to the increasing risks in the internal and external

environment of the operation of ICT systems, continuous, systematic and methodical risk analysis has been established and appropriate organizational and technical measures are in place.

An important factor of efficiency and increased protection of our ICT infrastructures is the technologically advanced Data Center of Uni Systems, which is one of the largest in Greece, in which the core information infrastructures of all the Quest Group's companies co-exist. The operational continuity of the company is ensured through the Cloud services offered by Uni Systems, ensuring speed, full accessibility for authorized employees, reliability and fully controlled and protected environment. Uni Systems is certified according to ISO 27001: 2013, also followed by ACS. ACS 'goal for the years 2020-2021 is to develop an IT Security structure/organization, as well as a Disaster Recovery (DR) infrastructure for the most critical IT systems.

Risk Management

Based on the Group's Sustainable Development Strategy, we analyze opportunities and risks related to our economic, social and environmental impacts and are strategically placed to manage them, through specific actions for which we set specific measurable targets which we monitor on an annual basis, in order to evaluate our performance and take corrective action.

The total number of identified active risks from 2018 to 2019 was 24. The 4 most significant risks in estimated quantitative impact at ACS level are:

- (1) Possible loss of a large customer.
- (2) Reduction of mail from e-bill actions.
- (3) Inability to cover increased volumes - benefit from the development of e-commerce.
- (4) IT Security risk.

The overall responsibility lies with the Group Risk Officer at Group level, while ACS has been appointed Risk Manager, who coordinates the Risk Management process, with the participation of the Company's Managers and Management. The risk management implementation methodology is supervised by the Quest Holdings Risk Committee.

Our performance / Our goals

Protection of Personal Data

| Number of substantiated complaints of shipment violation during transport | | | | |
|---|--------------|--------------|--------------|--|
| | 2017 | 2018 | 2019 | |
| Total Shipments | 54.2 million | 54.9 million | 62.5 million | |
| Complaints | 1 | 0 | 1 | |

The complaint of 2019 was lodged with the Personal Data Protection Authority (ADPDP), however it was not a breach, but a delay in delivery.

It is noted that all complaints are included (by regulatory authorities etc), where the open file was considered a privacy breach. The number of complaints has been negligible in all years compared to all shipments, and ACS has not been accountable.

It has been chosen to better inform stakeholders since 2018 and from then on to present separately the data related to a potential

privacy leak associated with the Privacy Authority (ADAE) and the possible leakage of personal data related to the Hellenic Data Protection Authority (DPA).

For 2019, for both cases (ADAE, DPA), the number of documented reports concerning customer privacy breaches and customer data losses was zero.

| | |
|----------------------------|--|
| <h2>GOALS 2020 - 2021</h2> | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero number of substantiated complaints of personal data breaches involving personal privacy breaches and customer data losses. • Maintaining or improving the availability of systems above 99.9% (ACS Index). • Zero network/system breaches (ACS Index). • Certification with ISO 27001 (IT Security). • Implementation of Disaster Recovery Site for the most critical IT systems. |
|----------------------------|--|

Security Infrastructure and Business Continuity

The reinforcement of the protection measures was continued in 2019, due to the multifaceted risk of online attacks (ransomware, phishing, viruses etc.), as well as due to the increased needs to protect personal data, within the scope of compliance with the European General Data Protection Regulation.

The following were implemented:

1. Significant reinforcements in Data Center systems to meet the growing load due to the many new additional features and projects, as well as the projected continued increase in production.
2. Update of all security systems (change to more powerful firewalls) and all versions of Windows Operating Systems to keep them up-to-date.
3. Install new versions of Antivirus Servers and of new antispam filters.
4. New antivirus systems for ransomware and phishing were installed to PCs and Laptops that work outside the corporate network, with mandatory installation in stores, with security ratings according to user rights.
5. Strict domain policy has been updated and new stricter security policies have been applied to peripheral security systems.

As a result of the above actions:

- No incidents of non-availability or limited availability due to external attack (denial of service) were detected by the companies' tools.
- There were no incidents to affect confidentiality and integrity of its data.
- There have been no substantiated reports of breaches of customer privacy and loss of customer data, nor fines or penalties for breaches of this law.
- The design and measures taken by ACS have paid off to a great extent, providing a high rate of systems availability and data protection (99.86%).

At the same time we proceeded with the following actions:

- Updating of the business continuity plan so it complies with the international security standards.
- Completion of actions to comply with the GDPR regulation (an ongoing process, which involves continuous monitoring and improvements).
- In 2019, an IT Risk Assessment was also performed by a specialized consultant. The assessment aimed to investigate all critical information systems of the Group's companies and to highlight weaknesses in design or implementation.

Within 2020, ACS will design and implement the IT risk mitigation measures highlighted by the assessment. A detailed IT audit will follow, which will include techniques for simulating real events. It will also implement a complete and ongoing training program for staff, headquarters and stores on Cyber security awareness (integrated as

a course in the e-learning system for employees in the stores of the ACS network).

The key objectives of the Business Continuity Plan (BCP) drawn by ACS are to:

- Eliminate the possibility of piercing the company's security system and losing data.
- Eliminate (or limit) the possibility of network and system overloading due to denial of service attack (DoS) resulting in shutdown.
- Minimize shutdown incidents caused by force majeure, such as natural disaster, strike or interruption of service.
- Protect the personnel and work rooms and make available alternative rooms to continue operation.

Risk Management

TIn 2019, a total of 3 new risks of all categories and importance were recorded (Possible loss of a large customer, Inability to cover increased volumes - benefit from the development of e-commerce, Sustainability of ACS network stores) in a Risk Register. The Risk Register is approved by the Board of Directors of the company and the Management oversees the implementation of the risk reduction measures that have been decided.

and revisions when required. The risk management methodology is frequently followed and for large projects or new partnerships undertaken by the company.

In 2019, the Group developed, in cooperation with a specialized company, an Enterprise Risk Management (ERM) application, which provides many opportunities for risk assessment and analysis, as well as the organization of their mitigation actions. This application was also used by our company.

For the most important risks, we have appointed Risk Owners, who are responsible for monitoring their containment measures

Ensuring the health, safety and well-being of employees

How we handle it

For us at ACS, the health and safety of workers is a top priority. It is a constant pursuit to create a work environment that encourages personal improvement and development and that effectively addresses the safety issues associated with the work object.

precautionary measures indicated are taken, and the group security program has been renewed, providing significant assistance to workers and their families in every relevant case.

Health and Safety

During 2019, the **operational upgrading of ACS buildings** in Tavros, Attica and Kalochori, Thessaloniki, continued in order to increase productivity and safety. The **Occupational Risk Assessment Study** was updated with the data of the microbiological check of workplaces in Tavros, Attica, while preparedness and evacuation exercises were carried out.

In 2019, in collaboration with EAP HELLAS, a **psychological support program** was implemented at ACS - telephone communication and individual sessions - addressed to the employees and their family members.

Balance between Professional and Personal Life

We systematically urge employees to maintain a balance between their professional and personal lives by providing facilities and paid absences from work whenever necessary, either for a number of hours, all-day and/or for several days, within the framework of our smooth operation.



Our Performance / Our Goals

Please note that:

- There was no serious occupational accident or death in 2019
- A total of 1,519 working days were lost in ACS SMSA due to employee illness.

| Absentee Rate (AR) | MALE EMPLOYEES | FEMALE EMPLOYEES | TOTAL |
|-----------------------|----------------|------------------|-------|
| GREECE (ATTICA) | 1.3% | 1.1% | 1.2% |
| GREECE (THESSALONIKI) | 0.7% | 1.3% | 0.7% |

| GOALS 2019 | RESULTS 2019 | GOALS 2020 |
|--|--|---|
| Zero serious occupational accidents or deaths. | Zero serious occupational accidents or deaths. | Zero number of serious occupational accidents and deaths. |



Providing employees with continuous training, certifications and development business

How we handle it



By benefiting of our relationship with the Quest Group, we can handle the issue of training and development of our employees in a comprehensive way, while using both our own and the Group's systems and procedures that meet our needs and strategic aspirations.



Talent Management

Our strategic priority is the implementation of the Talent Management program, with Talent Development main focus, to preserve talent (High Performers and High Potentials) and Talent Attraction in the company to identify and recruit new talents.

In 2019, the program involved 22 employees who in 2018 were identified as High Performers and High Potentials through a specific process and constitute the talent pool of ACS. For talents, a development program has been designed and will be repeated every two years, and the following seminars and activities were held:

- 3 Leadership Programs in collaboration with an external supplier.
- 1 Executive Program in collaboration with Business Schools abroad.
- Action Learning Teams in collaboration with an external supplier.
- Leadership Series in collaboration with Alba.

- Mentoring in cooperation with an external supplier.
- Creating personal development plans.
- Learning Paths through the LinkedIn platform.

Continuous Training

Mini MBA

We participate in the Quest Mini MBA program, which takes place every two years. It was designed by ALBA, exclusively for the needs of the organization with the aim of upgrading the quality of the employees by providing them with the necessary knowledge for the new business environment and developing a broader strategic vision. Selected employees are trained every two years on subjects such as change management, innovation, strategy planning, economics, management, marketing, etc. and gain knowledge that add value to themselves and to the Organization.

In 2019, the 4th Quest Mini MBA was held, in which 8 people from ACS participated and lasted 136 hours.

The employees that will participate in the 5th cycle of the Program scheduled for 2021 will be selected in 2020.

e-Learning Programs

Utilizing the plethora of available online training programs, we offer specialized e-learning courses to both our direct employees and the

employees of the agents that make up our exclusive postal network. Distance training is carried out either by using ready-made on-line courses from international e-Learning platforms, such as LinkedIn Learning, or by creating and developing technical "specialty" e-courses exclusively related to its operational function.

In 2019, 102 employees attended our online courses via LinkedIn Learning.

Respectively, in the network of its exclusive representatives, in 2019, 3,145 courses were completed, exceeding the number of new users in the internal operating system of the company "ACS Online" for the same period. The relevant index (course completions/new acs online users) was 2.88.

Other education issues

Along with the structured strategic targeting training programs, storytelling training programs were designed and implemented for the needs of the top managers, as well as various seminars for soft skills, foreign languages, first aid, technical training, training on programs/use of computers, etc.

Evaluation of Human Resources

Evaluation procedure

The procedure of evaluating human resources is a fundamental procedure of employee development. The evaluation is carried out

once a year when the employees and their supervisors complete a questionnaire accompanied by relevant comments and a personal interview is held; where the individual goal of each employee for the following year and the areas that can be improved are agreed on.

Management Rating / Bottom up Rating and 360 degrees Rating

The Bottom up survey concerns the assessment of Managers and Supervisors by the subordinate employees, while the 360-degree survey includes the assessment of Directors and allows the collection of a wide range of comments and information on their behavior and performance not only from their superior officer and the colleagues of the same level, but also from themselves and their subordinates. Its nature is related to development, as it allows managers to understand what is the impact of their behavior on their subordinates. Bottom Up & 360o surveys are conducted on a two-year basis and will be re-conducted in 2020.

Human Resources Management Systems

The support of the Training and Development Department is implemented with systems that combine employee data with organizational structures and help promote high performance and optimize employee development.

In 2019, the Human Resources system "Orion" was further configured to implement more self-service capabilities for basic functions of the human resources services.

Our performance / Our goals

Employee training

| Employee training | MEN | WOMEN | TOTAL |
|-------------------|-------|-------|-------|
| Total hours | 1.801 | 830 | 2.631 |
| Average | 5,3 | 7,35 | 5,81 |

| Employee training | Board Members | Directors | Managers | Heads and teams leaders | Other employees |
|-------------------|---------------|-----------|----------|-------------------------|-----------------|
| Total hours | 8 | 159 | 654 | 416 | 1.394 |
| Average | 2 | 31,8 | 31,14 | 11,56 | 3,6 |

Additional information:

- **102 completed LinkedIn e-learning courses** by the direct employees of the company **and 3,145 integrated technical e-learning courses** in the network of exclusive agents.
- **2.88 completed technical e-learning courses per new user code in ACS Online** in 2019 (3,145 course completions / 1,115 new users).
- **Introduction of 3 new courses in the ACS e-learning system** in 2019 (target 2020 = 2 additional new courses).
- Quest Mini MBA - 8 participants from ACS.
- Talent Development Program - 22 participants from ACS.
- Participation in the Quest Talent Attraction program - Mind the <Code> - for 27 young people.
- Total training costs: € 51,971 in 2019 compared to € 53,600 in 2018 (3% reduction).

Evaluation of Human Resources

The evaluation procedure is carried out for all our company's employees (100%), who are informed about their performance and development by their supervisors.

| Evaluation of ACS Human Resources by gender | Number | | Percentage (%) | |
|---|------------|------------|----------------|-------------|
| | 2019 | 2018 | 2019 | 2018 |
| Men | 340 | 351 | 75% | 74% |
| Women | 113 | 120 | 25% | 26% |
| TOTAL | 453 | 471 | 100% | 100% |

| Evaluation of ACS Human Resources by gender and job grade | Directors | Managers | Supervisors | Team Leaders | Staff | TOTAL |
|---|-----------|----------|-------------|--------------|-------|------------|
| Men | 60% | 67% | 75% | 92% | 75% | 75% |
| Women | 40% | 33% | 25% | 8% | 25% | 25% |

| | |
|-------------------|---|
| GOALS 2020 | <ul style="list-style-type: none"> • Maintaining or increasing the index (man-hours per employee). • Maintaining the percentage (100%) that receive regular performance and career development assessments. |
|-------------------|---|



Reducing energy consumption and greenhouse gas emissions

How we handle it



In the company we operate with an awareness of our environmental responsibility, ensuring that the commercial operation of the company impacts the natural environment to the minimum extent possible and that it complies with Greek environmental legislation. We are implementing an integrated environmental management system, which has been certified according to ISO 14001:2015. This system achieves measurable results in the areas of sustainable development for responsible consumption, climate protection and health improvement.

We systematically monitor and take actions to improve overall environmental footprint, with particular emphasis on reducing electricity consumption, systematic recycling of materials and reducing transport pollutants. At the same time, in order to better manage and reduce its carbon footprint, we proceed on an annual basis from 2017 to its more accurate counting, following the instructions of the Greenhouse Gas Protocol (GHG Protocol) regarding direct and indirect gas emissions (Scope 1, Scope 2, Scope 3).

In addition, we support on a regular basis organizations and Non-Profit Organizations (such as Mediterranean SOS and the Hellenic Society of Environment and Culture) that aim to protect

the environment. With all the above actions, we actively support our environmental policy to reduce our environmental footprint.

Greenhouse Gas Emissions and Transport Pollutant Reduction for ACS

Due to our work, we attach great importance to the reduction of air pollutants emitted during transport per transported item. We are constantly evaluating our fleet of vehicles and apply programs to optimize their use, aiming at reducing our carbon footprint and the best possible utilization of our fleet.

Within this framework, for our trucks we choose the best possible combination of technology, capacity and type of fuel. In addition, we replaced the motorbikes with new, low emission ones and in the stores of its network, we replaced part of trucks used for transport within large cities.

Energy Efficiency

Despite the increase in workload, especially in 2019, whose natural consequence was to increase electricity consumption, we continue our efforts to reduce energy consumption. Examples include

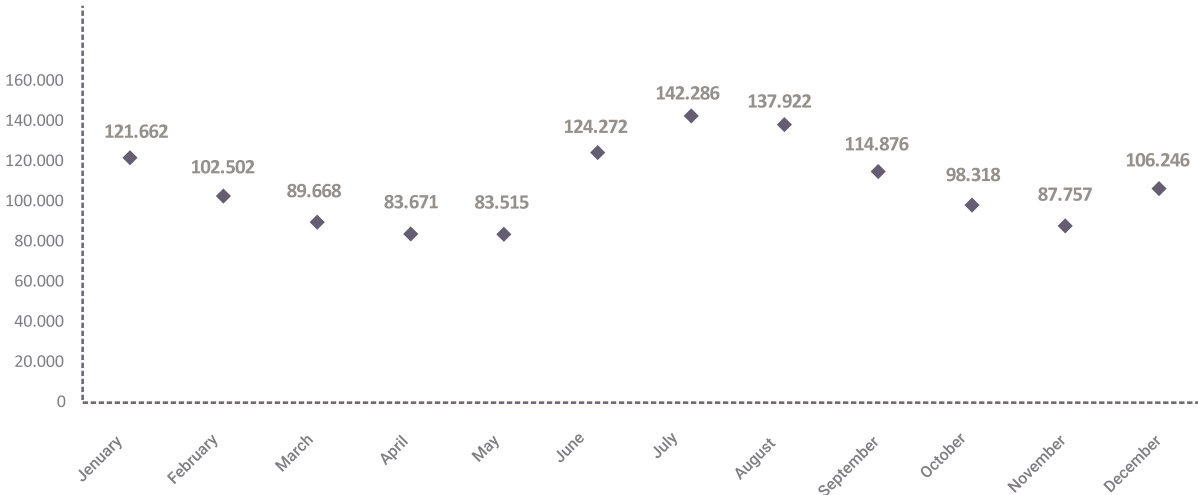
initiatives such as the replacement of light bulbs with new LED ones, the replacement of old energy consuming devices, the installation of an automatic operation system for the lights in common areas, etc.

Goals of continuous **reduction of electricity consumption have been set, mainly the reduction of electricity consumption (in kWh) by 3% by 2020** - given the significant increase in turnover.

Energy Consumption of ACS Buildings

| ACS buildings | Area | ANNUAL TOTAL 2019 PER BUILDING | | | |
|------------------------|-------|--|---------------------------------|------------------------|--|
| | | Energy consumption per m ² in kWh | Total Energy Consumption in kWh | Total Expenditure in € | Annual CO ₂ production (in t) |
| P. Ralli 45, Tavros | 3,259 | 224 | 730,535 | 106,260.89 | 745 |
| Asklipiou 25, Kryoneri | 4,000 | 67 | 269,680 | 54,908.10 | 275 |
| Thessaloniki ACS | 1,200 | 244 | 292,480 | 50,347.32 | 298 |

ENERGY CONSUMPTION OF ACS BUILDINGS 2019 PER MONTH (kWh)



Responsible Production and Consumption

Recycling

ACS promotes the systematic cultivation of the idea of respect for the environment and recycling in its employees. One of our efforts to protect environment is to recycle the materials produced by our activity.

The company implements programs for the **collection and recycling of oil, batteries and tires**. The recycling process involves the collection and disposal of the above material to licensed recycling companies. These companies are selected based on strict criteria and they are required:

- To have a license by the state as recycling companies in order to ensure full recovery of the materials and protection of the environment.
- To have gained credibility in the market, with financial data that prove their sustainability. To ascertain the above, the company's competent department carries out relevant research.

ACS cooperates directly with the following recycling companies:

- Recycling of Electrical and Electronic Devices S.A.
- PERME HELLAS S.A. Recycling Company.

Regarding the collection and recycling of oils - batteries and tires, the cooperating repair shops (car repair shops - electricians - tire repairers) collect and dispose of the relevant materials to the following recycling and waste management companies, presenting a corresponding receipt and forwarding certificate.

- ECO elastika S.A. - Ecological tire management.
- Cytop ELTEPE - Environmental Management of waste - lubricants - oils.
- S&S Limited - DC applications SA Collection and transport of Batteries and Accumulators.

It is noted that for 2019 the discarded PCs weighted **998 kg**, the amount of other waste (paper - wood - various materials - plastics, etc.) weighted **394 tonnes**, furniture **6.5 tonnes**, tires **1,200 kg**, engine oils **1,248 ltr** and vehicle batteries **175 kg**.

There is no renewed measurement of the emission index by ADMIE for 2019.

Other initiatives to protect the environment

“Mediterranean SOS” Network

“Collaborations that improve land and sea life”. The environmental non-profit organization “Mediterranean SOS” Network, implements

a series of environmental management programs to address the environmental problems of our country and geographic area in which it is located. Its very important work is supported by ACS, offering a favorable pricing policy for the transfer of information material to the volunteers of the organization..

Hellenic Society for the Environment and Culture

The Hellenic Society for the Environment and Culture was founded in 1972 with the aim of protecting the environment and cultural heritage. Contributing to its very important project, ACS financially supported the organization in 2019 with a sponsorship worth €3,000.

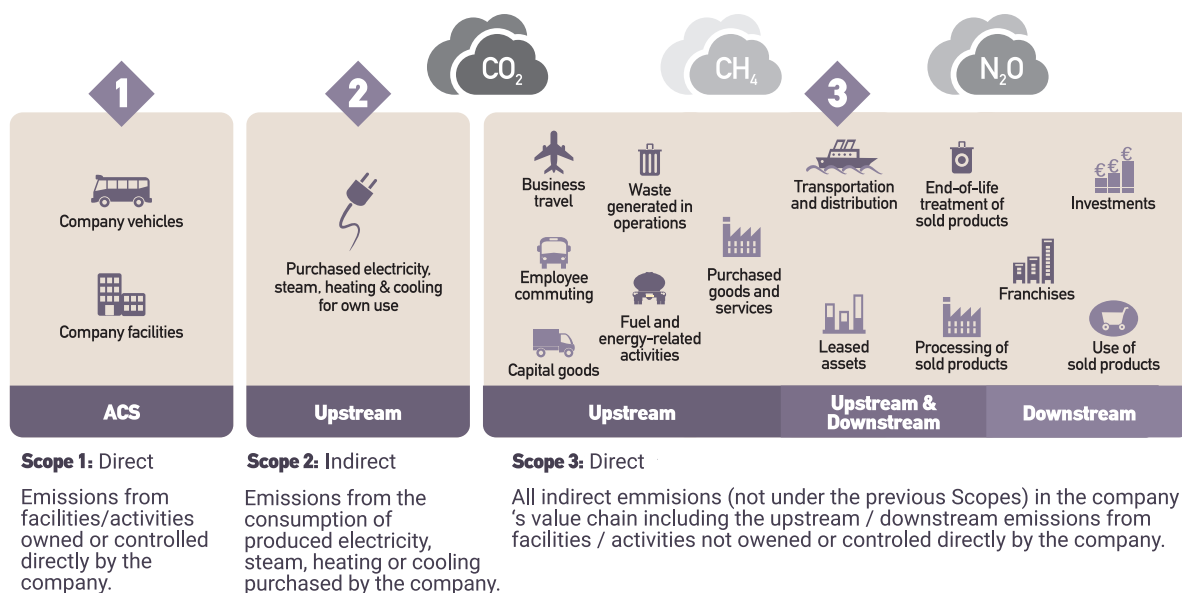
Our performance / Our goals

ACS Carbon Footprint Assessment for 2019

ACS, continuing for the 3rd consecutive year to monitor its carbon footprint, commissioned a study under the GHG Protocol guidelines

to the Department of Climate Change and Sustainable Development of the Hellenic Republic.

ACS Carbon Footprint Assessment for 2019



CO₂e emissions in the ACS value chain (categories in gray are outside the scope of implementation of the assessment for 2019) The gases considered are CO₂, CH₄ and N₂O. Biogenic CO₂ is excluded.

Sources of emissions by Scope

The total greenhouse gas emissions of ACS for 2019 were estimated at **21,040 tonnes of CO₂e** based on an operational control approach.

The emissions by category and their change in relation to the base year are as follows:

| Carbon Footprint of ACS per GHG Protocol category (in t CO ₂ e) | 2018 (base year) | Carbon Footprint of ACS for 2019 (σε t CO ₂ e) | Percentage change compared to 2018 |
|--|------------------|---|------------------------------------|
| Scope 1 – Direct emissions | 698 | 760 | +8.9% ↑ |
| Scope 2 – Indirect emissions | 1,449 | 1,491 | + 2.9% ↑ |
| Scope 3 – Other indirect emissions | 17,227 | 18,789 | + 9.1% ↑ |
| TOTAL | 19,374 | 21,040 | + 8.6% ↑ |

2018 was selected as base because in that year new emission sources were included in the calculation compared to 2017. The 2019 results have been assessed based on the calculation of emissions resulting from the following categories (categories are presented based on the international terminology of the GHG Protocol):

Scope 1

- **Company facilities**

Includes emissions from fuel consumption (diesel) and emissions resulting from consumption of refrigerants (refrigerant gases) of the air conditioning systems of the ACS facilities. Compared to 2018, there was an almost double increase in heating oil consumption in the company's buildings while refrigerant consumption remained stable.

- **Company vehicles**

It includes emissions from fuel consumption (petrol and LPG) of van and motorcycles in the ACS fleet, as well as from the consumption of gasoline supplied to employees of the company. The gasoline consumption of the vehicles (privately owned and leased) of the company fleet increased significantly in 2019 while the consumption of LPG decreased.

Scope 2

- **Purchased electricity**

Includes emissions from electricity supplied to ACS from its provider and which was consumed in its head offices. Compared to 2018, electricity consumption increased slightly.

Scope 3

- **Fuel- and energy-related activities**

Includes emissions from the production (WTT) of fuel

consumed by the private fleet of fuels given as a benefit to employees and transmission and distribution losses of electricity consumed by the Company. Due to the differentiation in the fuel consumption of the fleet and the buildings of the company, the emissions of this category also increased.

- **Upstream transportation & distribution**

Includes emissions from the production (WTT) and consumption of fuel of the ACS network. In 2019 there was an increase in the kilometers of the ACS third-party network. .

- **Waste generated in operations**

Includes emissions from discarding and processing (disposal) of waste of the ACS facilities. In 2019 there was a significant increase in ACS waste due to the corresponding increase in shipments and packaging materials used in them.

- **Business travel**

It includes emissions from road, sea and air travel by all ACS employees for business purposes as well as from their stay at their destination. For 2019, emissions from this category decreased significantly compared to 2018.

- **End-of-life treatment of sold products**

It includes emissions from discarding and processing packaging products sold by ACS in 2019 at their end-of-life. Compared to 2018, there is an increase in sales of items (plastic envelopes and cardboard boxes).

- **Franchises**

Includes emissions from the operation of the franchise stores of ACS. The increase in emissions for 2019 is due to the increase in electricity consumption per sq.m. and the increase in the total area of stores including the underground storage spaces.

Emission intensity

Compared to 2018, **emissions per tonne of shipments in 2019 remained the same**. More specifically, for each tonne of shipments (Courier and Post) we emitted 0.40 t CO₂e taking into account the total value chain of the company. For the calculation of the intensity indicator, the total emissions of Scope 1, 2 and 3 for 2019 are taken into account.

The number of ACS courier shipments in 2019 increased by 12%, so the above indicators show that the percentage increase in emissions was by ~ 28% [(12% -8,6%) / 12% = ~ 28%] less than the increase in the volume of the company's shipments.

Water consumption and waste disposal

Water consumption

ΠAside from using the data for the water consumption at the ACS facilities, to calculate the GHG emissions from water processing (category 5 of Scope 3 emissions), the requirements were met of the Disclosure **GRI 303-1: Water withdrawal by source**.

The quantity of waste produced by ACS in 2019 was used to

calculate the emissions from the processing and disposal of waste (category 5 of Scope 3 emissions), but also to meet the requirements of the Disclosure **GRI 306-2: Waste by type and disposal method**.

In accordance with the GRI standards the requirements of the disclosure for the above indicators are as follows:

Total volume of water consumed, distributed according to the following pumping sources:

| Source | Total volume pumped* |
|--|----------------------|
| Surface water | 0 m ³ |
| Ground water | 0 m ³ |
| Rain water collected by the organization | 0 m ³ |
| Liquid outflows of another organization | 0 m ³ |
| Water supply from water supply companies | 2,961 m ³ |

* The calculation of the volume of water consumed was done based on the information as presented in the invoices of the Company.

Total weight of hazardous and non-hazardous waste, broken down according to the following methods of disposal, as applicable:

| Method of disposal | Hazardous (kg)** | Non hazardous (kg)** |
|--------------------|------------------|----------------------|
| Recycling | 2,171.4 | 7,700 |
| Landfill | - | 394,000 |

** The volume of waste that was disposed of was calculated on the basis of information on the company's invoices.

Overview of the scope of the GHG Protocol

The following table presents the activities within and outside the scope in the assessment of ACS's carbon footprint for 2019:

| Categories GHG Protocol | Within the Scope | Comments |
|-------------------------------------|------------------|--|
| Scope 1 – Direct emissions | | |
| Company facilities | ✓ | <ul style="list-style-type: none"> Includes emissions from fuel consumption and emissions resulting from consumption of refrigerants (refrigerant gases) of the air conditioning systems of the ACS facilities. |
| Company vehicles | ✓ | <ul style="list-style-type: none"> Includes emissions from fuel consumption of ACS (private) fleet vehicles, as well as the consumption of petrol given as a supply to ACS employees. |
| Scope 2 – Indirect emissions | | |
| Purchased electricity | ✓ | <ul style="list-style-type: none"> Includes emissions from consumption of electricity of the ACS offices. |
| Scope 3 – Indirect emissions | | |
| Purchased goods and services | — | <ul style="list-style-type: none"> Excluded due to lack of suitable data and time frame. The category could be further examined in a future analysis. |
| Capital goods | — | <ul style="list-style-type: none"> Excluded due to lack of suitable data and time frame. The category could be further examined in a future analysis. |
| Fuel- and energy-related activities | ✓ | <ul style="list-style-type: none"> Includes emissions from the production (WTT) of fuel consumed by the private fleet of fuels given as a benefit to employees and transmission and distribution losses of electricity consumed by the Company. Excludes emissions resulting from the production of electricity consumed. Their contribution to the final result is not expected to have significant effect. |

| Categories GHG Protocol | Within the Scope | Comments |
|--|------------------|--|
| Scope 3 – Indirect emissions | | |
| Upstream transportation and distribution | ✓ | <ul style="list-style-type: none"> Includes emissions from the production (WTT) and consumption of fuel of the ACS network. Excludes distribution emissions due to lack of suitable data, e.g. volume of storage areas. Their contribution to the final result is not expected to have significant effect. |
| Waste generated in operations | ✓ | <ul style="list-style-type: none"> Includes emissions from discarding and processing (disposal) of waste (water, computers, furniture and other waste) of ACS. |
| Business travel | ✓ | <ul style="list-style-type: none"> Includes emissions from road, sea and air travel by all ACS employees for business purposes as well as from their stay at their destination. |
| Employee commuting | — | <ul style="list-style-type: none"> Excluded due to lack of suitable data and time frame. The category could be further examined in a future analysis. |
| Upstream leased assets | — | <ul style="list-style-type: none"> Emissions from the operation of leased assets are already included in Scope 1 and 2. |
| Downstream transportation and distribution | — | <ul style="list-style-type: none"> All transportation services purchased by the Company are included in category 4. |
| Processing of sold products | — | <ul style="list-style-type: none"> Excluded due the Company's business model that does not offer intermediate products for further processing. |
| Use of sold products | — | <ul style="list-style-type: none"> Excluded due the Company's business model as service provider. |
| End-of-life treatment of sold products | ✓ | <ul style="list-style-type: none"> Includes emissions from discarding and processing packaging products sold by ACS in 2019 at their end-of-life. |
| Downstream leased assets | — | <ul style="list-style-type: none"> Excluded due the Company's business model. |
| Franchises | ✓ | <ul style="list-style-type: none"> Includes emissions from the operation of the franchise stores of ACS. |
| Investments | — | <ul style="list-style-type: none"> Excludes emissions of ACS Cyprus due to lack of suitable data. |

GHG Protocol categories included in ACS carbon footprint assessment.

CO₂e emissions quantification methodology of ACS

To assess the carbon footprint of ACS the calculation method used was the one set by the GHG Protocol per category of emissions:

$$\text{GHG} = \text{Data of activities} \times \text{Emissions factors} \times \text{GWP}^1$$

Next Steps

Taking into account the above findings, the Management of ACS has planned in 2020 to prepare a study so as to establish goals and identify the opportunities and prioritize goals to reduce the Company's emissions. The areas of focus will include the following:

- The study of improving the efficiency of energy consumption of corporate facilities, given the forthcoming relocation of the company to new facilities.
- The study to replace part of the Company fleet and the fleet of its partners with newer vehicles of less polluting technology. The replacement of network vehicles will be progressive within the five-year period starting in Q3 2019.
- Involvement of the Company's value chain partners in managing emissions associated with their operation and in the development of programs for their reduction.

¹Source: IPCC Fourth Assessment



Participating in large-scale public benefit activities

How we handle it



In ACS, having as a starting point, that a company is prosperous when the society in which it operates is prosperous and taking into account the conditions of the country in the last decade, implement

focused social actions based on our business actions within Greece, aiming at upgrading the quality of life of vulnerable groups and the wider society.



The actions focus on 4 social pillars:



1. Promoting road safety.
2. Protecting the cultural heritage and the environment
3. Strengthening quality education
4. Combating poverty, hunger and social inequalities, in cooperation with valid non-profit organizations.

Road Safety

“Panos Mylonas” Road Safety Institute

The Greek Institute of Research and Education for Road Safety and the Prevention and Reduction of road accidents “Panos Mylonas” aims at supporting and promoting actions on issues that promote road safety, road safety education, the research, information and education; with the ultimate goal of preventing and reducing traffic accidents.

In line with these goals, we offered to the organization once again in 2019 carrier services for the shipment of promotional material across Greece concerning the action “European night without accidents”.

Protecting the cultural heritage and the environment

Hellenic Society for the Environment and Culture

The Hellenic Society for the Environment and Culture was founded in 1972 with the aim of protecting the architectural heritage and nature. Contributing to its very important project, we financially supported the organization in 2019 with a sponsorship worth € 3,000.

and Volunteering of Greece. In 2019, we supported the important initiatives of the Alliance, offering free courier services.

Children’s Gallery of Greece - Children’s Painting Olympiad

In 2019, we again supported the children’s painting exhibition organized by the Children’s Gallery of Greece, dedicated to the values and ideals of Olympism, in collaboration with the Greek Olympic Committee and the National Olympic Academy.

By taking on the transportation of the distinguished children’s works of art to and from Athens for free, we strengthened the educational and artistic effort of the Children’s Gallery of Greece, actively supporting the new generation and Greek culture.

Alliance for Greece

“ALLIANCE FOR GREECE” is a civil, non-profit corporation, aiming to support and promote Culture, Tourism, Sports, Environment

Strengthening quality education

Guided by the importance of quality education as a springboard for Sustainable Development, we participated in a set of ongoing quality and targeted actions that upgrade the quality of the educational process at all levels of education.

Scholarships

Rewarding entry to Tertiary Education and dedication to learning, we granted a €1,500 scholarship to the undergraduate students of the Department of Banking and Financial Management of the University of Piraeus, as a reward for having been admitted to study to Higher Education.

Students Internship

Linking quality education to full-time employment, we have offered an internship opportunity at ACS to one student, aiming at broadening his knowledge and gain work experience.

Fighting poverty, hunger and inequalities

Organization “The Smile of the Child”

We have long supported the work of “The Smile of the Child”, recognizing its benefits to society and its concerted efforts to promote children’s well-being by addressing the problems that threaten their livelihood. Continuing our systematic annual support to the organization, in 2019 we offered 14,708 shipments weighing more than 32 tones with a favorable pricing policy.

SOS Children’s Villages Greece

The organization “SOS Children’s Villages Greece”, since 1975, has been providing a family environment to children in need and develops programs to prevent child abandonment. We also strengthened the organization’s objectives in 2019, with a favorable pricing policy and the provision of free courier services.

Givmed

i) Medicine donation program for geriatric units

GIVMED, is a non-profit organization aiming at facilitating access to medicines for all. It is the first network of over-the-counter medicine donation by citizens, aiming at meds delivery where it is needed.

We contributed to the work of the organization by transporting free medicines to the geriatric units cooperating with the organization throughout Greece.

ii) «Companies Give Meds» program

We also participated in the “Companies Give Meds” program, as part of which the employees of ACS collected 101 boxes of medicines, with a total value of € 596, which were received by representatives of the Social Pharmacy of Moschato - Tavros and KYADA.

PYRNA - “Books on Wheels” Program

Looking forward to encouraging extracurricular reading of books in Primary Education, we continued to support the program “BOOKS ON WHEELS” - www.vivliaserodes.gr, undertaking for another year the transfer of books from school to school under a favorable pricing policy. It is an innovative program of the non-profit PYRNA civic company, that brings small, mobile, thematic and lending libraries into the school classes of public primary schools, so that children are encouraged to browse through the books, to listen to the teachers reading the books and read themselves at school as well as to acknowledge their thoughts and their feelings.

“Make a Wish” Foundation

By giving strength to children with life-threatening medical conditions, the “Make a Wish” Foundation responds to these children’s needs. We also supported its work in 2019 with a favorable pricing policy and sponsorship of the “Wish Star” program, which aims to raise money for making children’s wishes come true.

Hellenic Rescue Team - Search and Rescue Operations

The Hellenic Rescue Team (ESA) is a voluntary search and rescue organization, active since 1978, while it has been operating since 1994 in the form of an association with 31 branches throughout Greece and with the mission of providing assistance to our fellow human beings whose lives are in risk, under any circumstances. We also supported EOD in 2019 by offering free shipment of rescue equipment from the Central Administration of the organization to its branches in many areas of mainland and island Greece. The purpose of this action was to equip the EOD branches as much as possible with consumables and materials used in search and rescue operations, but also in the context of the organization’s training.

PYRNA - Nursery Support Program in Refugee Accommodation Centers

Supporting the initiatives of creative employment and education, as a key factor of the smooth integration of young refugees in Greek society, in 2019 we offered free transfer of basic necessities to the 7 kindergartens that the non-profit company has set up and equipped in Refugee Accommodation Centers, as well as in those it is going to equip in 2020. Specifically, we undertook the annual shipments to equip nurseries with stationery, books, handicrafts and toys for children, as well as shipments of humanitarian aid to parents (mainly clothes and babies items). The items are collected and packaged by PYRNA in boxes, while our company undertakes their safe and timely transport to the Refugee Accommodation Centers in mainland Greece.

City of Athens Homeless shelter (KYADA)

The City of Athens Homeless Shelter (KYADA) offers sustainable solutions to housing, feeding and health problems and rehabilitation issues as regards homeless people that live in the city and also supports families that face serious problems in their everyday life. The programs for the support of vulnerable groups of people are planned and implemented by the Social Service of KYADA. In 2019 and for the 9th consecutive year, our employees participated in the

initiative of the Quest Group for the collection and voluntary supply of food weighing more than one ton, corresponding to food packages for 250 four-member families, as well as clothing, shoes, toys and babies items for those in need.

Our Performance / Our Goals

In total, for 2019, the above **15 actions were carried out** in the 4 social pillars that were selected and we offered the following free shipments to cooperating social bodies:

| SOCIAL BODY - PROJECT | Number of free shipments | Weight of shipments (kg) | Face value of shipments (€ with 24% VAT) |
|---|--------------------------|--------------------------|--|
| Alliance for Greece | 199 | 143 | 1,620.49 |
| The Smile of the Child | 1 | 20 | 59.41 |
| Make-a-wish Greece - Wish Star | 4,610 | 3,854 | 41,966.60 |
| SOS Children's Villages of Greece - school supplies | 17 | 372 | 1,387.33 |
| Givmed - shipping free medicines | 739 | 1,342 | 6,517.79 |
| Road Safety Institute - Night Without Accidents | 38 | 798 | 3,170.80 |
| Children's Gallery of Greece - Children's Painting Olympiad | 4 | 148 | 576.52 |
| PYRNA - basic necessities and books to Refugee Centers | 2 | 104 | 370.74 |
| Hellenic Rescue Team - items for search and rescue operations | 20 | 563 | 2,457.90 |
| TOTAL | 5,630 | 7,344 | 58,127.58 |

At ACS we also participate in actions planned and implemented by the Quest Group together with other companies of the Group. More information is available in section Quest Group's Social Contribution.



| | |
|-------------------|---|
| GOALS 2020 | <ul style="list-style-type: none"> • Continuing the actions and maintaining or increasing free shipments for social actions (up to + 5%). • Maintaining the social contribution costs to the selected social pillars. |
|-------------------|---|





ACS


Future Goals



Future ACS Goals

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES of ACS | PAGE | ACS GOALS (2020) |
|---|---|------------|---|
|  | <ul style="list-style-type: none"> • Creating financial value / financial performance of the company. | <p>199</p> | <ul style="list-style-type: none"> • Retention of margin > 10% • Growth of e-commerce sales by more than 10% • Growth of total sales by => 5% • Maintaining or increasing the company's market share (Post and Courier) |
|  | <ul style="list-style-type: none"> • Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad. | <p>201</p> | <ul style="list-style-type: none"> • Upgrading the services provided by serving the recipient rather than the billed customer, as well as improving the services we provide in the Greek market. • Improving or maintaining customer satisfaction indicators as well as market research indicators (a. NPS, b. total ACS rating score from Mystery Shopping, c. "Willingness to Recommend" based on the e-Commerce telephone survey. • Recording and implementing a methodology for the development of innovation and Business Development. • Developing new technological solutions and developing and improving services with the aim of better serving our partners and customers, both for B2B services and for the satisfaction of our private customers, which make us different from the competition. • Serving the e-commerce customer-recipient, with services and solutions that aim to improve their experience, utilizing our technological superiority and the largest service network in Greece that we are constantly expanding (e.g. Estimated Time of Arrival), where the recipient will be informed on his mobile phone of its exact time margin). |

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES of ACS | PAGE | ACS GOALS (2020) |
|---|---|------|--|
|   | <ul style="list-style-type: none"> • Creating a healthy ecosystem of agents | 205 | <ul style="list-style-type: none"> • Gradual transfer of supplies from receipts to deliveries: increase of% of the fraction by +3 - 5% annually. • Total store area: Increase > 5% • Total means of transport of stores: 5% increase in two-wheelers and 8% in cars • Total of employees at store reception desk: 3% increase • Total of employees at store handling department: 3% increase • Number of training of employees through e-learning: 5% increase. |
|  | <ul style="list-style-type: none"> • Ensuring business ethics and regulatory compliance | 207 | <ul style="list-style-type: none"> • Zero incidents of corruption, unfair competition, anti-competitive behavior, antitrust and monopoly practices • Full compliance with laws and regulations in the social and environmental area |
|   | <ul style="list-style-type: none"> • Ensuring quality, infrastructure security, data protection and operational continuity | 208 | <ul style="list-style-type: none"> • Zero cases of non-compliance with personal data legislation. • Zero number of substantiated complaints of personal data breaches involving personal privacy breaches and customer data losses. • Maintaining or improving the availability of systems above 99.9% (ACS Index). • Zero network/system breaches (ACS Index). • Certification with ISO 27.001 (IT Security). • Implementation of Disaster Recovery Site for the most critical IT systems. • Eliminate the possibility of penetrating the company's security system and losing data. • Eliminate (or limit) the possibility of network and system overloading due to denial of service attack (DoS) resulting in shutdown. • Minimize shutdown incidents caused by force majeure, such as natural disaster, strike or interruption of service. • Protect the personnel and work rooms and make available alternative rooms to continue operation. |

| SUSTAINABLE DEVELOPMENT GOALS | MATERIAL ISSUES of ACS | PAGE | ACS GOALS (2020) |
|---|--|------------|---|
|   | <ul style="list-style-type: none"> Ensuring the health, safety and well-being of employees | <p>211</p> | <ul style="list-style-type: none"> Maintaining the zero number of serious occupational accidents and deaths. |
|    | <ul style="list-style-type: none"> Providing continuing education, certification and employee development | <p>212</p> | <ul style="list-style-type: none"> Maintaining or increasing the index (man-hours per employee). Maintaining the percentage (100%) that receive regular performance and career development assessments. |
|  | <ul style="list-style-type: none"> Reducing energy consumption and greenhouse gas emissions | <p>214</p> | <ul style="list-style-type: none"> Considering how to improve the efficiency of energy consumption of corporate facilities, given the forthcoming relocation of the company to new facilities. Considering the replacement of part of the Company's fleet and the fleet of its partners with vehicles of newer less polluting technology (the network vehicles will be replaced progressively within the five years which started in Q3 2019). Involvement of the Company's value chain partners in managing emissions associated with their operation and in the development of programs for their reduction. |
|        | <ul style="list-style-type: none"> Participating in large-scale public benefit activities | <p>220</p> | <ul style="list-style-type: none"> Continuing the actions and maintaining or increasing free shipments for social actions (up to + 5%). Maintaining the social contribution costs to the selected social pillars. |

Annexes



INDEPENDENT EXTERNAL ASSURANCE REPORT TUV HELLAS (TUV NORD)



Management of **QUEST Holdings SA**

1. Independent External Assurance Report

The company **QUEST Holdings SA** (hereafter **QUEST Holdings**) has commissioned **TÜV HELLAS (TÜV NORD) S.A.** (hereafter **TÜV HELLAS**) to provide limited external assurance concerning the Sustainability Report for the period of January 1st of 2019 to December 31st of 2019 (1/1/2019-12/31/2019).

QUEST Holdings, parent company of the QUEST Group, is headquartered in Greece, at 2A Argyroupoleos Street, 176 76, Kallithea and has been listed on the Athens Stock Exchange since 1998. The Sustainability Report was prepared in accordance with the GRI (Global Reporting Initiative) Standards, core option. Also, the Sustainability Report mentions compliance with specific core, advanced and sector-specific metrics of the ESG 2019 Reporting Guide of the Athens Stock Exchange (ATHEX).

The QUEST Holdings Sustainability Report of 2019 contains data for the following companies of the QUEST Group: **Info Quest Technologies, Uni Systems, iSquare and ACS.**

2. Scope of the external assurance project of the Sustainability Report

The scope of the project are the following:

- A. The Application Level Check in accordance with the GRI Sustainability Reporting Standards (GRI Standards), regarding the Sustainability Report of QUEST Holdings for 2019, in order to confirm the company's compliance to the requirements of the GRI Standards for the "In accordance_Core" Level, as well as the provision of external assurance service about the accuracy of the claims mentioned to the indicator GRI 404-1 "Training & Education".
- B. Checking the accuracy of the claims regarding the «Customer Satisfaction» index for the companies Info Quest Technologies, Uni Systems, iSquare and ACS.
- C. The control of the accuracy of the claims regarding the coverage of specific core, advanced and sector-specific metrics of the ESG 2019 Reporting Guide of the ATHEX, as follows:

C1. For QUEST Holdings, the accuracy of the claims regarding the coverage of the metrics C-S1, C-S2, C-S3, C-S4, C-S5, C-S6, C-G1, C-G2, C-G3 was checked. , A-S1, A-S2, A-S3, A-S4, A-G2, A-G4, A-G5, SS-S4, SS-S5, SS-G1

C2. For ACS, the accuracy of the claims regarding the coverage of the metrics C-E1, C-E2, C-E3 was checked.

For the above points (A) & (B), the Application level check as well as the data accuracy external assurance for the GRI 404-1

& «Customer Satisfaction» indicators was carried out based on the corresponding correlation table of GRI Standards indicators prepared by QUEST Holdings in the Sustainability Report. For the above point (C), the data accuracy external assurance of the mentioned metrics was carried out based on the corresponding correlation table of the ESG 2019 Reporting Guide of the ATHEX, which was also prepared by QUEST Holdings in the Sustainability Report.

The methodology used to verify the data as above, was based on the requirements of AA1000AS standard (2008). More specifically, the requirements for the provision of «moderate» service level assurance Type 2, based on **AA1000AS**, were followed. This service level means that *"the assurance provider achieves moderate assurance where sufficient evidence has been obtained to support their statement, such as the risk of their conclusion being in error is reduced but not reduced to very low or zero"*.

3. The conclusions of TÜV HELLAS

Based on the scope of the project and as part of the external assurance procedures followed by **TÜV HELLAS**, the conclusions are as follows:

A. Adherence to the AA1000 Account Ability Principles (Inclusivity, Materiality and Responsiveness) against the criteria found in AA1000APS.

Inclusivity: Dialogue on Sustainability Issues with the Stakeholders

- We have not realized any matter that causes us to believe that major stakeholder groups were excluded from consultation processes, or that **QUEST Holdings** has not implemented the principle of Inclusivity in developing its approach to sustainability.

Materiality: Focus on the Material Issues related to Sustainability

- We have not realized any matter that causes us to believe that the Material Issues' definition approach which was followed by **QUEST Holdings** does not provide a comprehensive and balanced understanding of the Material Issues.

Responsiveness: Addressing the needs and expectations of Stakeholders

- We have not realized any issue which would lead us to believe that **QUEST Holdings** has not applied the Principle of Correspondence in the selection of subjects included in the Report.

B. Accuracy and completeness of data (qualitative and quantitative) related to the Application Level Check and claims accuracy of indicators related to GRI Standards and the ESG 2019 Reporting Guide of the ATHEX

- During the assurance project carried out, nothing came to the attention of **TÜV HELLAS** which would lead to the conclusion that the QUEST Holdings Sustainability Report does not meet to the requirements of the GRI Standards for the “**In accordance_Core**” Level, as reflected on the corresponding correlation table of GRI Standards Indicators.
- Nothing has come to the attention of **TÜV HELLAS** that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the indicator GRI 404-1 “Training & Education”, for the **QUEST Holdings**.
- Nothing has come to the attention of **TÜV HELLAS** that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the indicator “Customer Satisfaction” for the companies **Info Quest Technologies, Uni Systems, iSquare and ACS**.
- Nothing has come to the attention of **TÜV HELLAS** that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the metrics C-S1, C-S2, C-S3, C-S4, C-S5, C-S6, C-G1, C-G2, C-G3, A-S1, A-S2, A-S3, A-S4, A-G2, A-G4, A-G5, SS-S4, SS-S5, SS-G1 for **QUEST Holdings** (indicators of the ESG 2019 Reporting Guide of the ATHEX).
- Nothing has come to the attention of **TÜV HELLAS** that would lead to the conclusion of the incorrect gathering or transferring of data concerning the claims mentioned to the metrics **C-E1, C-E2, C-E3 indicators for ACS** (indicators of the ESG 2019 Reporting Guide of the ATHEX).

4. Review Limitations

The scope of the review was limited to the activities of **QUEST Holdings** in Greece. In case of any discrepancy in the translation between the Greek and English versions of the Sustainability Report, the version regarding the Greek Text shall prevail.

5. Review Methodology

In order to draw conclusions, the external assurance team of **TÜV HELLAS** conducted the following (indicative and not restrictive) methodology:

- Reviewed the procedures followed by **QUEST Holdings** to identify and determine the Material issues in order to include them within the Sustainability Report.
- Interviews were conducted with selected executives of **QUEST Holdings** having operational role in Sustainability issues in order to understand the current state of Sustainability activities and progress achieved during the period under reference.
- Reviewed the **QUEST Holdings** consultation approach with its stakeholders through interviews with executives responsible for communication with the stakeholders at company level and review of selected documents.
- In relation to the findings from the above steps, the data expressed in the indicators of points (A), (B) & (C) of paragraph 2 were reviewed, and improvements were suggested in the Sustainability Report where deemed necessary.

6. Responsibilities and Functions

The Sustainable Development Team of **QUEST Holdings** carried out the Sustainability Report, thus, is solely responsible for the collection of data, the calculations performed and the

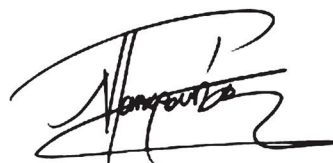
information and statements contained in the Sustainability Report. The Application Level Check conducted, as well as the provision of external assurance service about the accuracy of the claims mentioned to points (A), (B) & (C) of paragraph 2, do not represent the opinion of **TÜV HELLAS** regarding the quality of the Sustainability Report and its contents. The responsibility of **TÜV HELLAS** is to express the independent conclusions on the issues as defined in the project scope (paragraph 2) and in accordance with the relevant project contract. The project was conducted in such a way so that **TÜV HELLAS** can present to the Management of **QUEST Holdings**’ administration those issues mentioned in this report and for no other purpose.

7. Impartiality and Independence of the external assurance team

TÜV HELLAS declares its impartiality and independence, in relation to the external assurance of the Sustainability Report of **QUEST Holdings**. **TÜV HELLAS** has not undertaken any work with **QUEST Holdings** and does not have any cooperation with stakeholders that could jeopardize the independence or impartiality of its findings, conclusions or recommendations. **TÜV HELLAS** did not participate in the preparation of the text and the data presented in the Sustainability Report of **QUEST Holdings**.

Athens, July 31, 2020

For **TÜV HELLAS (TÜV NORD) SA**
Nestor Paparoupas
Sustainability Product Manager




AA1000
Licensed Assurance Provider
000-209



COMPLIANCE WITH GREEK SUSTAINABILITY CODE

| PILLAR | CRITERIA | REFERENCE |
|--------------------|--|---|
| STRATEGY | Strategic analysis and action | Management Messages (p. 8-11), the Quest Group (p.16-21), Corporate Governance (p.36-44) |
| | Materiality | Sustainable Development Management (p.22-29) |
| | Targeting | Quest Group's material issues (p.30-73), Quest Group's Future Objectives (p.74-75) |
| | Value chain management | Corporate Governance (p. 36-47), Sustainable Development Management (p.22-29) |
| MANAGEMENT PROCESS | Responsibility | Management Messages (p. 8-11), the Quest Group (p.16-21), Corporate Governance (p.36-44) |
| | Rules and procedures | Management Messages (p. 8-11), the Quest Group (p.16-21), Corporate Governance (p.36-44) |
| | Documentation and monitoring | Management Messages (p. 8-11), the Quest Group (p.16-21), Corporate Governance (p.36-44), Quest Group's material issues (p.30-73), TUV HELLAS External Verification Report (TUV NORD) (p.229-230) |
| | Remuneration policies and incentives for Sustainable Development | Corporate Governance (p.39), Providing timely and competitive remuneration/benefits to employees (p. 56-57) |
| | Dialogue with stakeholders | Stakeholder Engagement (p.23-25) Identification of the Sustainable Development Material Issues (p.25-28), Material Issues: Materiality and limits (p. 28-29) |
| | Product Responsibility and Innovation | Creating financial value/financial performance of the company (p. 31-35) |
| | Use of Natural Resources | |
| ENVIRONMENT | Management of natural resources | Environmental Issues (p. 70-73) |
| | Gas Emissions and Climate Change | |
| | Labor Rights | |
| SOCIETY | Equal opportunities | Strengthening employment and halting brain drain (p. 49-51), Protecting human rights at work (p. 52-55) |
| | Employment | |
| | Human rights in the Supply Chain | Responsible supply chain (p.41) . Protection of human rights at work (p.52-55) |
| | Strengthening Local Communities | Contribution to Society (p. 62 -69) |
| | Participation in Initiatives and Political Lobbies | International Initiatives, Membership of Associations and Awards (p.20-21) |
| | Preventing and Combating Corruption | Ensuring business ethics and regulatory compliance (p.42-44) |
| | | |

UN Global Compact

| PRINCIPLE | DESCRIPTION | SECTION |
|--------------|---|---|
| PRINCIPLE 1 | Businesses should support and respect the protection of internationally proclaimed human rights | |
| PRINCIPLE 2 | Businesses should make sure that they are not complicit in human rights abuses | |
| PRINCIPLE 3 | Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining | The Quest Group (p.16-21), Strengthening employment and halting brain drain (p. 49-51), Protecting human rights at work (p. 52-55) |
| PRINCIPLE 4 | Businesses should uphold the elimination of all forms of forced and compulsory labor | |
| PRINCIPLE 5 | Businesses should uphold the effective abolition of child labor | |
| PRINCIPLE 6 | Businesses should uphold the elimination of discrimination in respect of employment and occupation | |
| PRINCIPLE 7 | Businesses should support a precautionary approach to environmental challenges | The Quest Group (p.16-21), Environmental issues (p. 70-73) |
| PRINCIPLE 8 | Businesses should undertake initiatives to promote greater environmental responsibility | The Quest Group (p.16-21) . Environmental issues (p. 70-73) |
| PRINCIPLE 9 | Businesses should encourage the development and diffusion of environmentally friendly technologies | The Quest Group (p.16-21) . Environmental issues (p. 70-73) |
| PRINCIPLE 10 | Businesses should work against corruption in all its forms, including extortion and bribery | Ensuring business ethics and regulatory compliance (p.42-44); Ensuring quality, infrastructure security, data protection and operational continuity (p.44-47) |

GRI Content Index

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE | |
|--|-----------------------------|---|--|--------------------|---|
| GENERAL STANDARD DISCLOSURES (“Core” option) | | | | | |
| GRI 102: General Standard Disclosures 2016 | 102-1 | Name of the organization | The Quest Group (p. 16) | - | ● |
| | 102-2 | Activities, brands, products and services | The Quest Group (p. 16), Quest Group Subsidiaries (p. 18-20) | - | ● |
| | 102-3 | Location of headquarters | The Quest Group (p. 16) | - | ● |
| | 102-4 | Location of operations | The Quest Group (p. 16) | - | ● |
| | 102-5 | Ownership and legal form | The Quest Group (p. 16) | - | ● |
| | 102-6 | Markets served | The Quest Group (p. 16), Quest Group Subsidiaries (p. 18-20) | - | ● |
| | 102-7 | Scale of the organization | Quest Group Subsidiaries (p. 18-20), Creating financial value/financial performance of the company, (p.31 -33) Strengthening employment and halting brain drain (p.49) | - | ● |
| | 102-8 | Information on employees and other workers | Strengthening employment and halting brain drain (p. 51) | - | ● |
| | 102-9 | Supply Chain | Creating financial value/financial performance of the company, (p.31) Responsible Supply Chain (p.41) | - | ● |
| | 102-10 | Significant changes to the organization and its supply chain | The Quest Group (p. 16) | - | ● |
| | 102-11 | Precautionary Principle | Environmental issues (p. 17) | - | ● |
| | 102-12 | External initiatives | International Initiatives, Membership of Associations and Awards (p. 20) | - | ● |
| | 102-13 | Membership of associations | International Initiatives, Membership of Associations and Awards (p. 20-21) | - | ● |
| | 102-14 | Statement from senior decision-maker | Management Messages (p. 9-11) | - | ● |
| | 102-16 | Values, principles, standards, and codes of conduct | Our Values (p. 17) | - | ● |
| | 102-18 | Governance structure | Co)rp(orate Governance (p. 37-38) | - | ● |
| | 102-40 | List of stakeholder groups | Stakeholder Engagement (p. 23-25) | - | ● |
| | 102-41 | Collective bargaining agreements | Defending human rights at work (p. 53) | - | ● |
| | 102-42 | Identifying and selecting stakeholders | Stakeholder Engagement (p. 23) | - | ● |
| | 102-43 | Approach to stakeholder engagement | Stakeholder Engagement (p. 23-25) | - | ● |
| | 102-44 | Key topics and concerns raised | Stakeholder Engagement (p. 23-25) | - | ● |
| | 102-45 | Entities included in the consolidated financial statements | About the Report (p.4) | - | ● |
| | 102-46 | Defining report content and topic boundaries | Identification of the Material Sustainability Issues (p. 25-28), Material Issues: Materiality and limits (p. 28-29, 83-85, 123-125, 165-167, 195-197) | - | ● |
| | 102-47 | List of material topics | Material Issues: Materiality and limits (Quest Group and Info Quest Technologies, Uni Systems, iSquare, ACS) (p. 28-29, 83-85, 123-125, 165-167, 195-197) | - | ● |
| 102-48 | Restatements of information | About the Report (p. 4), Creating financial value/financial performance of a company (p. 32-33) | - | ● | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE | |
|---|------------|--|--|--------------------|---|
| GRI 102: General Standard Disclosures 2016 | 102-49 | Changes in reporting | Identification of the Material Sustainability Topics (p. 25, 27) | - | ● |
| | 102-50 | Reporting period | About the Report (p. 4) | - | ● |
| | 102-51 | Date of most recent report | About the Report (p. 4) | - | ● |
| | 102-52 | Reporting cycle | About the Report (p. 4) | - | ● |
| | 102-53 | Contact point for questions regarding the report | About the Report (p. 4) | - | ● |
| | 102-54 | Claims of reporting in accordance with the GRI standards | About the Report (p. 4) | - | ● |
| | 102-55 | GRI Content Index | GRI Content Index (p. 232 -244) | - | ● |
| | 102-56 | External assurance | About the Report (p. 4) , External Data Verification Report TUV HELLAS (TUV NORD) (p. 229 - 230) | - | ● |

MATERIAL ISSUES - QUEST GROUP

Creating financial value/financial performance of a company

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|---|-------|---|--|---|--|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - | |
| | 103-2 | The management approach and its components | How we handle it (p. 31 -32) | - | |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 32- 35) | - | |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Our performance /our goals (p. 33) | - | |
| Quest Group Index | | Exports and public sales percentage in relation to the turnover | Our performance /our goals (p. 34) | - | |

Ensuring business ethics and regulatory compliance

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|---|-------|--|--|---|--|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - | |
| | 103-2 | The management approach and its components | How we handle it (p. 42-43) | - | |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 44) | - | |
| GRI 205: Anti-Corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | Our performance /our goals (p. 44) | - | |
| GRI 206: Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | Our performance /our goals (p. 44) | - | |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | 419-1 Non-compliance with socio-economic laws and regulations | Our performance /our goals (p. 44) | - | |

Ensuring quality, infrastructure security, data protection and business continuity

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|--|-------|--|--|---|--|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - | |
| | 103-2 | The management approach and its components | How we handle it (p. 44-45) | - | |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 45-46) | - | |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Our performance /our goals (p. 45-46) | - | |
| Quest Group Index | | System availability rate | Our performance /our goals (p. 46) | - | |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|----------------|-----------|--------------------|
| Strengthening employment (e.g. through job creation) and halting brain drain | | | | |

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| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 49) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 49-51) | - |
| GRI 401: Employment 2016 | 401-1 | Total number of recruitments and mobility index | Our performance /our goals (p. 50) | Information by age group and by region is not included, as it was not available at the time of the report. |

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| Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.) | | | | |
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| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 52) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 52-55) | - |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 | Composition of governing bodies and analysis of employees | Our performance /our goals (p. 54-55) | - |
| GRI 406: Non-Discrimination 2016 | 406-1 | Incidents of discrimination and corrective actions taken | Our performance /our goals (p. 53) | - |

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|--|--|--|--|--|
| Providing timely and competitive remuneration/benefits to employees | | | | |
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| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 56) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 56-57) | - |
| GRI 401: Employment 2016 | 401-2 | Benefits offered to full-time employees which are not offered to temporary or part-time employees | Our performance /our goals (p. 56) | - |

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| Ensuring the health, safety and well-being of employees | | | | |
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|--|-------|--|--|---|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 57-58) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 58) | - |
| GRI 403: Occupational Health and Safety 2016 | 403-2 | Types of Injuries and Rates of Injuries, Occupational Illness, Missed Work Days and Unjustified Absences from Work and Total Number of Work-Related Deaths | Our performance /our goals (p. 58) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|--|------------|---|--|--------------------|
| Providing employees with continuous training, certifications and development | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 59-60) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 61) | - |
| GRI 404: Training and Education 2016 | 404-3 | Percentage of employees receiving regular information on the performance and development of their careers | Our performance /our goals (p. 61) | - |
| Reducing energy consumption and greenhouse gas emissions | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Material Issues: Materiality and limits (p. 28-29) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 71) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 71-72) | - |
| GRI 305: Emissions 2016 | 305-2 | Indirect greenhouse emissions (Scope 2) | Our performance /our goals (p. 71) | - |
| Quest Group Index | | Annual energy intensity in the Quest Group (kWh/m ²) / € million turnover | Our performance /our goals (p. 71) | - |
| MATERIAL ISSUES / INFO QUEST TECHNOLOGIES | | | | |
| Creating financial value / financial performance of the company | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p. 84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 87 - 88) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 88-89) | - |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Our performance /our goals (p. 89) | - |
| Providing ICT products and solutions that contribute to the enhancement of innovation, the production of know-how and the digital transformation of organizations and consumers | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p. 84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 90-93) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 93-97) | - |
| IQT Index | | Customer satisfaction surveys / complaints | Our performance /our goals (p. 93-96) | - |
| IQT Index | | Digital Transformation Efficiency Measurements | Our performance /our goals (p. 97) | - |
| IQT Index | | New projects contributing to digital transformation | Our performance /our goals (p. 97) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|---|---|--------------------|
| Establishing a healthy ecosystem of partners and a responsible supply chain | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 98) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 99) | - |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 | Percentage of new suppliers evaluated based on environmental criteria | Our performance /our goals (p. 99) | - |
| GRI 414: Supplier Social Assessment 2016 | 414-1 | New suppliers evaluated on the basis of social criteria | Our performance /our goals (p. 99) | - |
| IQT Index | | Annual evaluation of suppliers for 80% of turnover | Our performance /our goals (p. 99) | - |
| IQT Index | | Transfer of know-how to partners | Our performance /our goals (p. 99) | - |
| Providing technology products and services, with environmental and/or social impacts | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 99-100) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 100) | - |
| IQT Index | | Increase sales in new innovative products and technology services, with an environmental and/or social impact | Our performance /our goals (p. 100) | - |
| Ensuring quality, infrastructure security, data protection and business continuity | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 101-102) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 102-103) | - |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Our performance /our goals (p. 102-103) | - |
| IQT Index | | System availability rate | Our performance /our goals (p. 102-103) | - |
| Ensuring business ethics and regulatory compliance | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.84) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 103-104) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 104) | - |
| GRI 205: Anti-Corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | Our performance /our goals (p. 104) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|---|--|
| Ensuring business ethics and regulatory compliance | | | | |
| GRI 206: Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | Our performance /our goals (p. 104) | - |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | Non-compliance with socio-economic laws and regulations | Our performance /our goals (p. 104) | - |
| Providing employees with continuous training, certifications and development | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.85) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 104) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 105-106) | - |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | Our performance /our goals (p. 105-106) | - |
| | 404-3 | Percentage of employees receiving regular information on the performance and development of their careers | Our performance /our goals (p. 106) | - |
| Ensuring the health, safety and well-being of employees | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.85) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 107) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 107-108) | - |
| GRI 403: Occupational Health and Safety 2016 | 403-2 | Types of Injuries and Rates of Injuries, Occupational Illness, Missed Work Days and Unjustified Absences from Work and Total Number of Work-Related Deaths | Our performance /our goals (p. 107-108) | - |
| Adopting recycling and circular economy practices | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.85) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 108-109) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 109-110) | - |
| GRI 306: Effluents and Waste 2016 | 306-2 | Waste by type and method of disposal | Our performance /our goals (p. 109-110) | Reuse information is not included, as due to the complexity of the process, the reused kg is not retained. |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|--------------------|
| MATERIAL ISSUES / UNI SYSTEMS | | | | |
| Creating financial value / financial performance of the company | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 127) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 127-128) | - |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Our performance /our goals (p. 128) | - |
| Providing IT and Communication Technology solutions that contribute to the development of innovation, the promotion of knowledge, the production of know-how and the enhancement of digital transformation | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 128-129) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 129-134) | - |
| Uni Systems Index | | Customer satisfaction surveys / complaints | Our performance /our goals (p. 129-134) | - |
| Establishing a healthy ecosystem of partners and a responsible supply chain | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 128-134) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 135-136) | - |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 | Percentage of new suppliers evaluated based on environmental criteria | Our performance /our goals (p. 135) | - |
| GRI 414: Supplier Social Assessment 2016 | 414-1 | New suppliers evaluated on the basis of social criteria | Our performance /our goals (p. 135) | - |
| Uni Systems Index | | Annual evaluation of suppliers based on the Quality Policy | Our performance /our goals (p. 135) | - |
| Providing IT and Communication Technology solutions, with an environmental and / or social impact | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 136-137) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 137-139) | - |
| Uni Systems Index | | Projects with a positive impact on Health, Energy, Justice and Institutional Affairs | Our performance /our goals (p. 137-138) | - |
| Ensuring quality, infrastructure security, data protection and business continuity | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 136-139-140) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 140-142) | - |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Our performance /our goals (p. 141-142) | - |
| Uni Systems Index | | System availability rate | Our performance /our goals (p. 142) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|--------------------|
| Ensuring business ethics and regulatory compliance | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.124) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 142)) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 143) | - |
| GRI 205: Anti-Corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | Our performance /our goals (p. 143) | - |
| GRI 206: Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | Our performance /our goals (p. 143) | - |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | Non-compliance with socio-economic laws and regulations | Our performance /our goals (p. 143) | - |
| Strengthening employment (e.g. through job creation) and halting brain drain | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.125) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 143) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 144-146) | - |
| GRI 401: Employment 2016 | 401-2 | Benefits offered to full-time employees which are not offered to temporary or part-time employees | Our performance /our goals (p. 145) | - |
| Providing employees with continuous training, certifications and development | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.125) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 146-147) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 147-149) | - |
| GRI 404: Training and Education 2016 | 404-3 | Percentage of employees receiving regular information on the performance and development of their careers | Our performance /our goals (p. 147-148) | - |
| Ensuring the health, safety and well-being of employees | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.125) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 150) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 150) | - |
| GRI 403: Occupational Health and Safety 2016 | 403-2 | Types of Injuries and Rates of Injuries, Occupational Illness, Missed Work Days and Unjustified Absences from Work and Total Number of Work-Related Deaths | Our performance /our goals (p. 150) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|---|
| Reducing energy consumption and greenhouse gas emissions | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.125) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 151) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 151-152) | - |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organization | Our performance /our goals (p. 151) | The company does not have all the required information, however for 2020 it is in the process of gathering all the required data to fully cover the disclosure. |

MATERIAL ISSUES / ISQUARE

Creating financial value / financial performance of the company

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|---|-------|--|--|---|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 169) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 169-171) | - |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Our performance /our goals (p. 170) | - |

Establishing the use and dissemination of the experience of Apple products on the market

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|--|-------|--|--|---|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 171) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 171-172) | - |
| iSquare Index | | Customer satisfaction surveys / complaints | Our performance /our goals (p. 170) | - |

Creating a healthy ecosystem of partners

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|---|-------|---|--|---|
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 172-173) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 173) | - |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 | Percentage of new suppliers evaluated based on environmental criteria | Our performance /our goals (p. 173) | - |
| GRI 414: Supplier Social Assessment 2016 | 414-1 | New suppliers evaluated on the basis of social criteria | Our performance /our goals (p. 173) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|--------------------|
| Providing technology products, with an environmental and/or social impact | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 174) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 175) | - |
| iSquare Index | | Providing innovative technology products, with an environmental and/or social impact | Our performance /our goals (p. 175) | - |
| Ensuring quality, infrastructure security, data protection and business continuity | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 175) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 175-176) | - |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Our performance /our goals (p. 175-176) | - |
| iSquare Index | | System availability rate | Our performance /our goals (p. 175-176) | - |
| Ensuring business ethics and regulatory compliance | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 176) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 177) | - |
| GRI 205: Anti-Corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | Our performance /our goals (p. 177) | - |
| GRI 206: Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | Our performance /our goals (p. 177) | - |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | Non-compliance with socio-economic laws and regulations | Our performance /our goals (p. 177) | - |
| Protecting human rights at work (e.g. equal opportunities, diversity, elimination of forced labor, etc.) | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.166) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 177) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 178) | - |
| GRI 406: Non-Discrimination 2016 | 406-1 | Incidents of discrimination and corrective actions taken | Our performance /our goals (p. 178) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|---|
| Strengthening employment (e.g. through job creation) and halting brain drain | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.167) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 177) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 178-180) | - |
| GRI 401: Employment 2016 | 401-1 | Total number of recruitments and mobility index | Our performance /our goals (p. 178-179) | The age groups that the company uses internally to monitor this information are listed. |

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|--|-------|--|--|---|
| Ensuring the health, safety and well-being of employees | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.167) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 180-181) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 181) | - |
| GRI 403: Occupational Health and Safety 2016 | 403-2 | Types of Injuries and Rates of Injuries, Occupational Illness, Missed Work Days and Unjustified Absences from Work and Total Number of Work-Related Deaths | Our performance /our goals (p. 181) | - |

MATERIAL ISSUES / ACS

| | | | | |
|--|-------|--|--|---|
| Creating financial value / financial performance of the company | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 199) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 199-200) | - |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | Our performance /our goals (p. 200) | - |

| | | | | |
|---|-------|--|--|---|
| Providing services that contribute to meeting the daily communication and transport needs, with speed, security and reliability, throughout the Greek territory and abroad | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 201-203) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 203-204) | - |
| ACS Index | | Estimated effect of the new services for ACS within the next three years | Our performance /our goals (p. 203) | - |
| ACS Index | | Customer satisfaction surveys / complaints | Our performance /our goals (p. 203-204) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|--|--|--------------------|
| Creating a healthy ecosystem of agents | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 205-206) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 206) | - |
| ACS Index | | Amount of delivery supplies divided by the amount of store receipt supplies. | Our performance /our goals (p. 206) | - |
| ACS Index | | Infrastructure and actions of organization/operation of stores (area of premises, means of transport, staff employed and training). | Our performance /our goals (p. 206) | - |
| Ensuring business ethics and regulatory compliance | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 207) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 208) | - |
| GRI 205: Anti-Corruption 2016 | 205-3 | Confirmed incidents of corruption and actions taken | Our performance /our goals (p. 208) | - |
| GRI 206: Anti-competitive behavior 2016 | 206-1 | Legal actions for anti-competitive behavior, anti-trust and monopoly practices | Our performance /our goals (p. 208) | - |
| GRI 419: Socioeconomic Compliance 2016 | 419-1 | Non-compliance with socio-economic laws and regulations | Our performance /our goals (p. 208) | - |
| Ensuring quality, infrastructure security, data protection and business continuity | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 208-209) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 209-211) | - |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Our performance /our goals (p. 209) | - |
| ACS Index | | System availability rate | Our performance /our goals (p. 210) | - |
| Ensuring the health, safety and well-being of employees | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.196) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 211) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 212) | - |
| GRI 403: Occupational Health and Safety 2016 | 403-2 | Types of Injuries and Rates of Injuries, Occupational Illness, Missed Work Days and Unjustified Absences from Work and Total Number of Work-Related Deaths | Our performance /our goals (p. 212) | - |

| GRI STANDARD | DISCLOSURE | REPORT SECTION | OMISSIONS | EXTERNAL ASSURANCE |
|---|------------|---|--|--------------------|
| Providing employees with continuous training, certifications and development | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.197) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 212-213) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 213-214) | - |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | Our performance /our goals (p. 213) | - |
| | 404-3 | Percentage of employees receiving regular information on the performance and development of their careers | Our performance /our goals (p. 214) | - |
| Reducing energy consumption and greenhouse gas emissions | | | | |
| GRI 103: Management Approach 2016 | 103-1 | Explanation of the material topic and its Boundary | Charter for Sustainable Development, Significance and Limits (p.197) | - |
| | 103-2 | The management approach and its components | How we handle it (p. 214-216) | - |
| | 103-3 | Evaluation of the management approach | Our performance /our goals (p. 216-219) | - |
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| | 305-2 | Indirect greenhouse emissions (Scope 2) | Our performance /our goals (p. 216-217) | - |
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| GRI 303: Water 2016 | 303-1 | Water pumping sources | Our performance /our goals (p. 218-219) | - |
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