

RION - ANTIRION BRIDGE "CHARILAOS TRIKOUPIS"

ANNUAL OPERATION
REPORT
2020





GEFYRA
LITOURGIA



PREFACE

2020 was the 16th operation year of Gefyra. The long experience of the Operator's personnel have set up a solid base for the provision of high-quality services, which thousands of drivers enjoy every day.

In 2020, traffic presented an important decrease by 25.8% compared to last year due to the world pandemic of COVID 19.

As every company, Gefyra Litourgia was impacted by the global crisis linked to COVID 19. To tackle this issue, we acted in three stages.

1. As of March, we implemented a number of measures to protect our employees and our business:

- Closure of the exhibition center.
- Closure of our cafeteria and smoking area.
- Organization of informative meetings with the occupational physician for all our employees.
- Introduction of new Occupational Health & Safety measures and rules.
- Set up of protective and innovative equipment for front line staff (i.e. glass dividers for Customer Service area, sliding plexi glass for toll booths etc.).
- Disinfection of the operating premises 3 times a week.
- Supply of hydroalcoholic gel and disposable-gloves.

2. Then, from March, we organized our operation in a "minimal" regime by a new shift's organization and the massive use of teleworking.

3. Finally, we accompanied the re-opening with a gradual resumption of activity and the end of teleworking on June 1st 2020.

All the above measures were resumed during the second lockdown, at the end of October, following the government's directions.

To mitigate the effect of the loss of revenue, the company has set-up a saving plan which addresses mainly 3 points:

- Targeting to minimizing seasonal employees from May to September, with parallel promotion of contactless and electronic transactions and services for users.
- Reduction to the minimum of night shifts and bank holiday shifts.
- Strict control of expenses.

As the pandemic is not over yet, we are constantly assessing and adapting our control measures, hygiene practices, and social distancing procedures we have adopted in order to ensure employees' safety and the business continuity.

Despite the pandemic, it has to be highlighted some positive aspects and achievements as followed:

- ETC penetration continues steadily, exceeding thus 33% of the total annual transactions.
- All possible payment methods are now available at the toll lanes and the usage of bank card in lane reaches 21% of the total revenue.
- Payment with our webservice reaches 23% of the total revenue after 2 years of implementation.

Gefyra Litourgia successfully passed the second surveillance audit regarding on its certified Integrated Management System (IMS) in line with the ISO standards 9001:2015, 14001:2015 and 45001:2018.

For the year 2021, the company's management has set as primary objective to face the current crisis as safe as possible and further modernization of its services, whereas it commits itself to continue to embrace its values, having as unquestionable priority the human being, user and employee. Provision of high-quality services and road safety for the users, as well as occupational

health and safety, meritocracy, equal treatment and on-going training for the employees.







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HIGHLIGHTS OF 2020

- ▶ **In March:** The exhibition center was closed during the first lockdown and it was decided not to re-open after examining the associated risks.
 - ▶ **In March:** The promotion of on-line services began to reduce the physical contact with Customer services clerks.
 - ▶ **In April:** Customer Services opening hours were reduced and the department was closed on Sundays.
 - ▶ **In May (as of 26.5.2020),** the minimum reload amount for cat.2 (only) in lane was changed in order to minimize the physical transactions (from 25 to 40 €).
 - ▶ **In May,** a product allowing free crossing for staff of Hospital was created. This product was activated during lockdown.
 - ▶ **In June (as of 6.6.2020),** the popular cat.2 product "Aller - Retour" sold in manual lanes was also made available on tag for use in automatic lanes (ETC).
 - ▶ **In June:** Gefyra Litourgia in joint candidacy with Gefyra S.A., received the Health & Safety Award, for the Occupational Health & Safety procedures we applied at the Rion - Antirion Bridge.
 - ▶ **In July (as of 1.7.2020),** product on card for KTEL buses started to be replaced with tags for use in automatic lanes.
 - ▶ **In September (17 - 19.9.2020),** western Greece and central Greece experienced a severe weather event (a rare Mediterranean cyclone). The severe storm named "Ianos", was forecasted to hit the majority of western Greece and north Peloponnese. Prior to the storm, the General Secretariat for Civil Protection arranged a meeting with Emergency authorities and participation of motorway operators to prepare for the event. There was a ban of traffic for heavy vehicles during the dates 18/9 and 19/9 on the motorways of Olympia Odos and Ionia Odos thus leading also to the inclusion of the Rion - Antirion bridge. Traffic restrictions were imposed and monitored by the Police. The Operator (Gefyra Litourgia) summoned a meeting in Antirion with the participation of the technical department of Gefyra SA, to examine all necessary actions to be followed. Subcontractors were mobilized to have available various equipment in case of an incident on the bridge. Also, the Operator mobilized specific equipment to be on the premises in Antirion, in order to respond immediately in case of an incident within the concession area. The phenomenon finally merely effected the strait and was limited to heavy rain and moderate winds.
 - ▶ **In September 22nd 2020** was Vinci concessions environment day and various activities were organized, where a number of the company's staff attended.
 - ▶ **In November (4.11.2020),** Nea & Kentriki Odos, Ionia Odos and Egnatia Odos joined the GRITS network.
 - ▶ **In November (4.11.2020),** For the 2nd consecutive year, Vinci Concessions / Vinci Highways organized the **Safety week** between the dates 2-7 November. Main theme of this year was "Safe together". Gefyra Litourgia organized various activities throughout the week, taking into consideration the sanitary crisis of the Covid-19 pandemic and the various state restrictions applied. Key subjects of the online and onsite workshops presented were: The importance of reporting H&S incidents, use of fire extinguisher and impact of the pandemic on the mental health of employees. This year's guest was a rescuer from the National Center of Emergency Response (EKAB) who conveyed his experience on the subject of OH&S risks and measures encountered when performing his duties.
 - ▶ **In December:** Gefyra Litourgia received external auditors for the second surveillance audit regarding the **ISO standards 9001:2015, 14001:2015 and 45001:2018.**
 - ▶ **In December: Real Life Heroes awards:** All EIEP members, including Gefyra Litourgia, received the Real-Life Heroes Award during the National Customer Service Awards Ceremony, held in the beginning of December. This specific award was given in order to recognize and thank all front-line staff for their efforts towards serving our clients during the pandemic.
- Two **blood donations** were coordinated by the trade union in co-operation with the University hospital Rion which took place in June and November.

OTHER EVENTS...

▶ Traffic Incidents During 2020:

No impact on traffic:
9 incidents

With impact on traffic: **2 incidents**

January: 30 mins of traffic suspension towards Rion

May: 25 mins traffic suspension towards Antirion

▶ Strong Wind Events:

5 events occurred during 2020 with a total duration of 105 hours.

▶ Ferry Operation:

19 ferry closures took place during 2020, out of which 14 were due to strong winds and 5 due to other factors.





HISTORY

2004	August:	<ul style="list-style-type: none"> • Completion of the project / delivery to the public
2005	April:	<ul style="list-style-type: none"> • Launch of Gefyra e-pass
2009	June:	<ul style="list-style-type: none"> • Subscription fee for Gefyra e-pass subscribers was cancelled
2011	December:	<ul style="list-style-type: none"> • Start sending electronic invoices via email to e-pass subscribers
2013	March:	<ul style="list-style-type: none"> • Launch of Interoperability
2015	January:	<ul style="list-style-type: none"> • Installation of POS in each lane • Initiation of company's IMS (Integrated management system)
	June:	<ul style="list-style-type: none"> • Announcement of Capital Controls
	July:	<ul style="list-style-type: none"> • Referendum: free crossings during the voting
2016	January:	<ul style="list-style-type: none"> • Launch of B2B e-pass program, for managing big fleets
	April:	<ul style="list-style-type: none"> • Beginning of "Positive Aura" program, to enhance the skills of front-line staff
	June:	<ul style="list-style-type: none"> • Cancellation of monthly multi-crossing card
	July:	<ul style="list-style-type: none"> • Launch of discount e-pass scheme for buses
2017	February:	<ul style="list-style-type: none"> • Cancellation of weekly multi-crossing card
	March:	<ul style="list-style-type: none"> • Launch of KTEL Pass subscription product
	April:	<ul style="list-style-type: none"> • Continuation of "Positive Aura" seminars • Start of the connection with the adjacent motorways of Olympia Odos and Ionia Odos motorway
	June:	<ul style="list-style-type: none"> • Completion of the connections with the adjacent motorways of Olympia Odos and Ionia Odos
	July:	<ul style="list-style-type: none"> • Launch of discount policy for AmEA
	October:	<ul style="list-style-type: none"> • Launch of the mobile app "Gefyra e-check" for e-pass subscribers
	December:	<ul style="list-style-type: none"> • Launch of Health Card product
2018	January:	<ul style="list-style-type: none"> • GDPR introductory seminars
	May:	<ul style="list-style-type: none"> • Implementation of GDPR framework
	December:	<ul style="list-style-type: none"> • Completion of our company's IMS (Integrated management system) • Triple certification ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007
2019	May:	<ul style="list-style-type: none"> • Cancellation of supplementary card product (it was giving the option to buy the Aller – Retour card on the return trip). • New toll categorization for campers
	July:	<ul style="list-style-type: none"> • Installation of new back office software • Launch of online services and updated mobile app • Launch of online payments for Gefyra E-pass subscribers • National & local elections: free crossings during the voting



PART 01

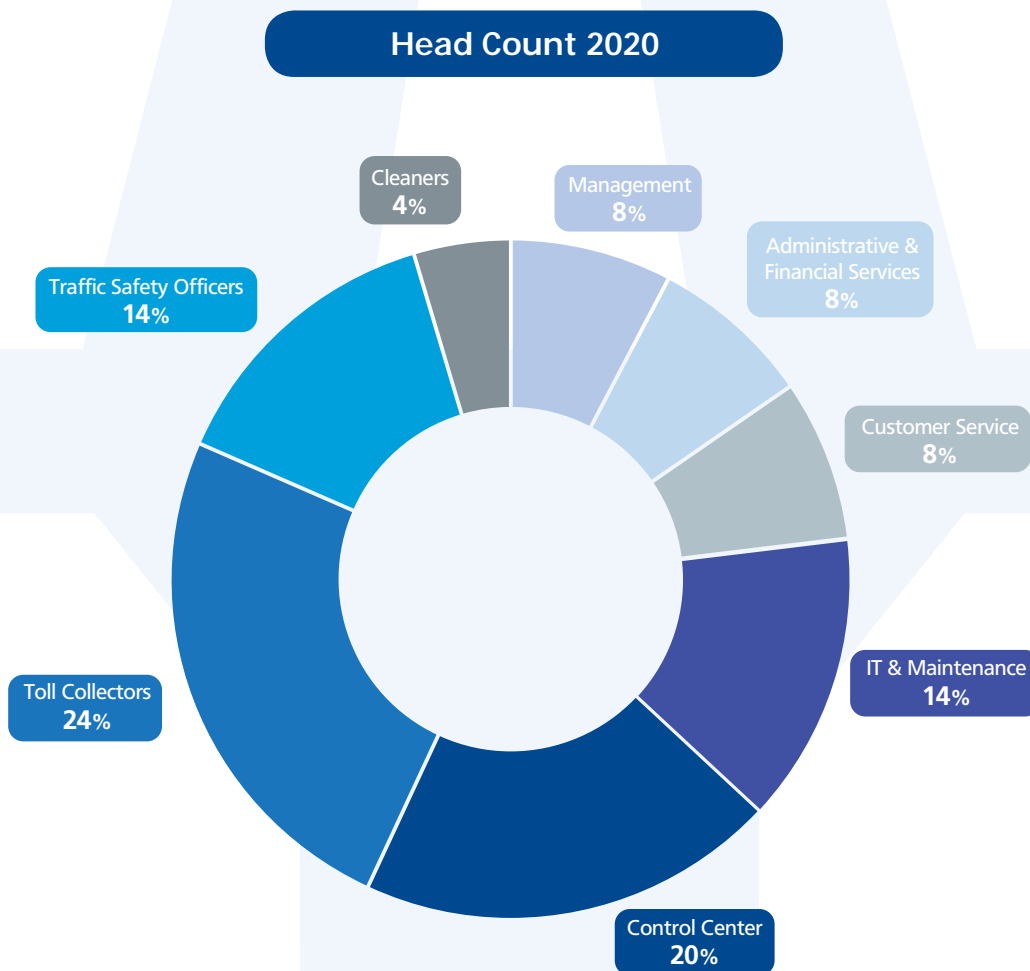
GENERAL ORGANIZATION OF THE OPERATOR

01 | HUMAN RESOURCES

The total number of permanent employees at the end of 2020 is 64, with 67% of them covering front line positions, such as toll collectors, customer service clerks etc.

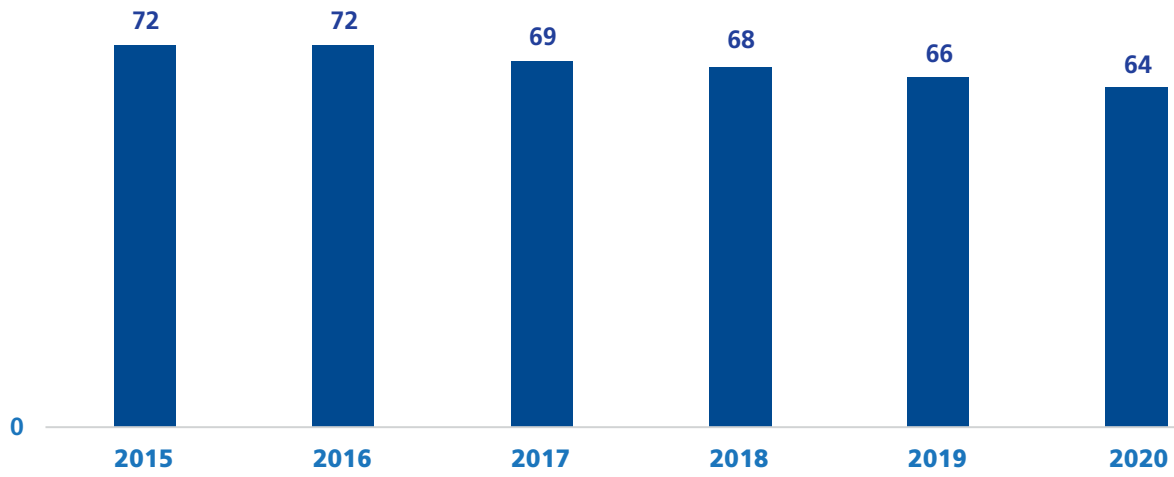
45% of permanent staff are females and 55% male, with the majority (48%) belong to the 41-50 age group.

3% of permanent employees have been confirmed to have some type of disability.

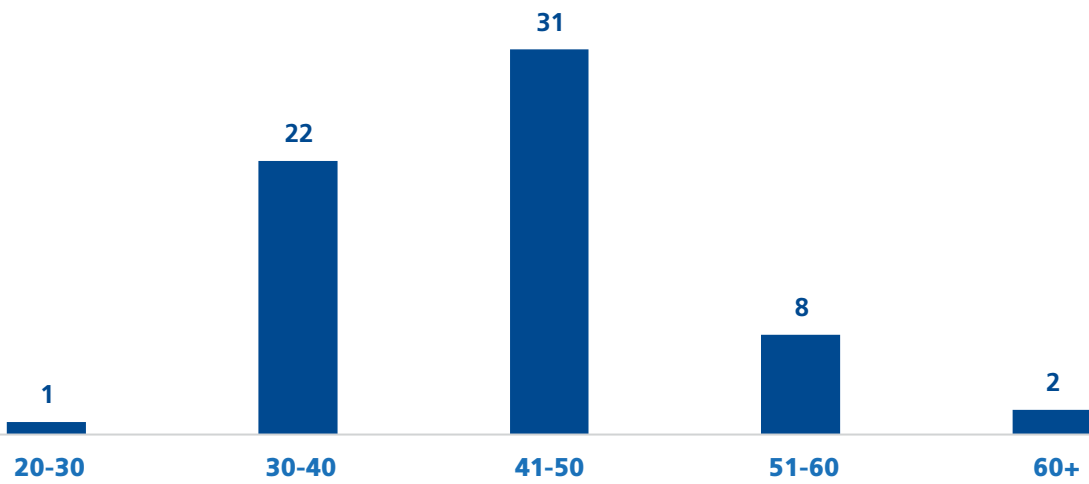


Evolution of Permanent Staff

100



Age 2020



Organizational Chart 2020

Managing Director & General Manager

Deputy General Manager
for Finance & Administration

Administration & Finance Manager
Second Signature

ADMINISTRATION DEPARTMENT

Accountant

Human Resources Clerk

Secretary

Office Clerk

Maintenance Assistant

SECRETARIAT

Deputy General Manager
for Operation & Maintenance

Maintenance Manager
Environment Referent

MAINTENANCE DEPARTMENT

Maintenance Assistant

Foreman

Mechanic

Multitaskers

Cleaners - Shift

CIVIL MAINTENANCE

Computer Technician

Electrical & Electronic
Technician

SYSTEM
MAINTENANCE

Data Protection Officer
(Sub-Contractor)

Operation Manager

Safety Referent

OPERATION DEPARTMENT

Operation Assistant for
Traffic & Control Center

Supervisors

Deputy Supervisor

CONTROL CENTER

Traffic Safety Officers

Machine Operator

TRAFFIC
SAFETY

Operation Assistant for
Tolling Activities

Toll Collectors

TOLL

Customer Services Manager

IMS Manager

CUSTOMER SERVICES DEPARTMENT

Customer Services
Clerks

CUSTOMER SERVICE - CALL CENTER
EXHIBITION CENTER

Quality Controller

Safety Technician
(Sub-Contractor)

Occupational Physician
(Sub-Contractor)



02 | HEALTH AND SAFETY

Integrated Occupational Health & Safety Management System

Occupational Health and Safety is a priority for Gefyra Litourgia and special attention is given for each activity and working environment. The working conditions are constantly improved, in order to ensure the health and safety of personnel and external providers.

Special emphasis has been placed to the **OH&S management system** implemented, **which focuses on:**

- Recognition, evaluation and minimization of the risks associated with the company's activities that possibly cause injury, illness or traffic accident.
- Provision of education, supervision and monitoring on occupational health and safety issues and road traffic safety such as safe working practices and emergency procedures of its own personnel and its subcontractors, in order to provide a wide participation on occupational hazards identification by workers.
- Consultation and participation of workers' representatives to every occupational health and safety issue.
- Assurance of that all employees, visitors and contractors / partners have understood and implemented the regulations and the company policy.
- Provision of financial resources for the implementation and continuous improvement of the company's occupational health & safety system.

Since December 2018, Gefyra Litourgia's Occupational Health & Safety Management System has been certified, according to OHSAS 18001:2007, while in 2019 the certification was renewed according to the new ISO 45001:2018.



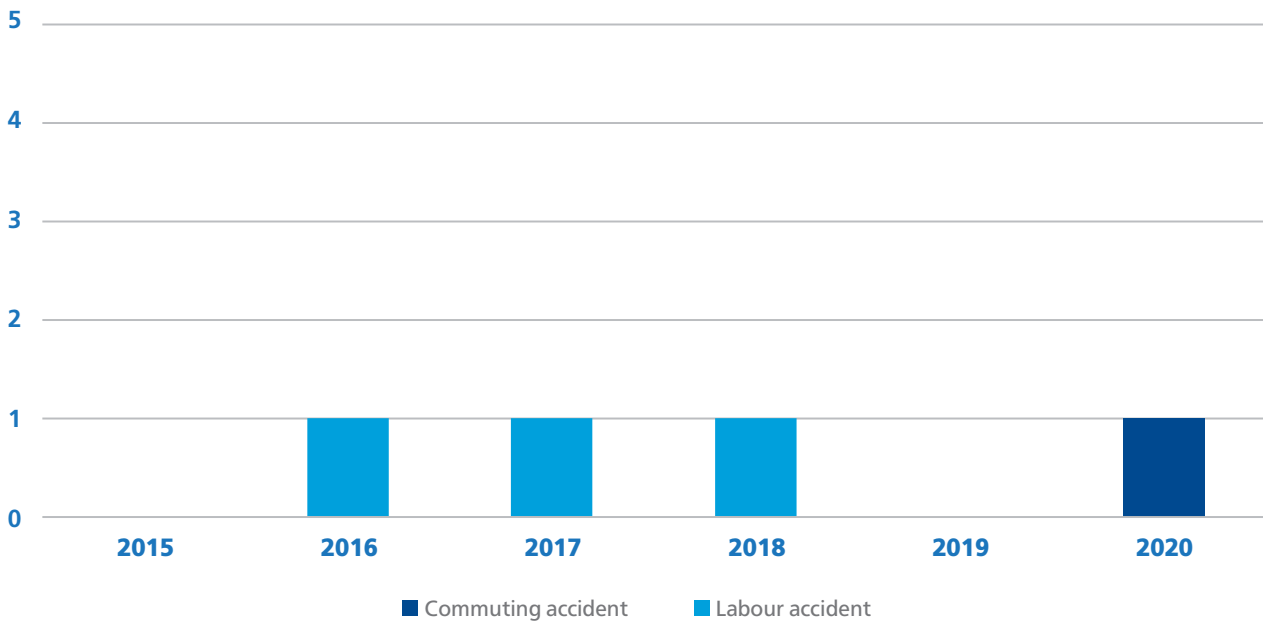
It is worth mentioning that **Gefyra Litourgia in joint candidacy with Gefyra S.A., received the Health & Safety Award**, for the Occupational Health & Safety procedures we applied at the Rion - Antirion Bridge.



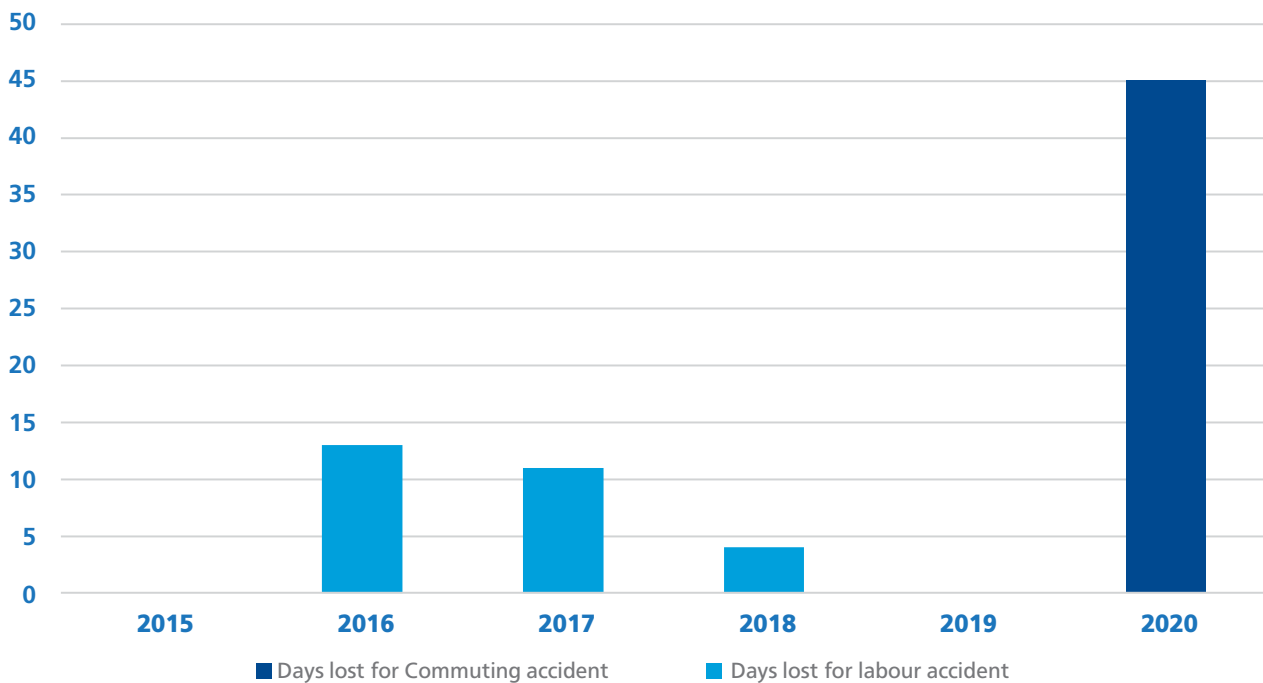
Breakdown of Occupational Accidents

The following tables present the **number of accidents, the lost workdays per year and per type** and the frequency and gravity rate **since 2015**.

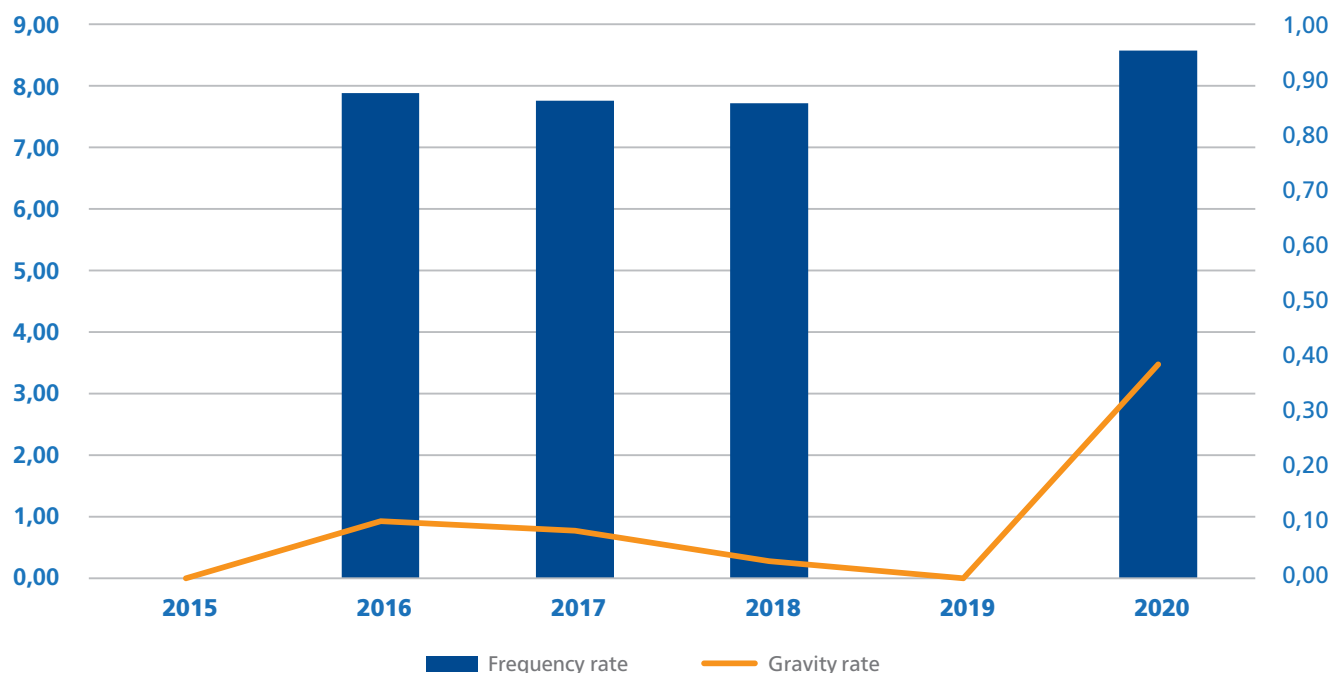
Number of Accidents per Year



Days Lost per Category of Accident & per Year



Frequency Rate & Gravity Rate



Notes: *Frequency rate: the number of occupational accidents (work stopped more than one day) arisen during a period of 12 months by one million hours worked.*
Severity rate (gravity rate): represents the number of days compensated for 1000 worked hours.

Analysis of Occupational Accidents

	Commuting Accident 2020	Labour Accident 2020	Lost Workhours
January	0	0	0
February	1	0	360
March	0	0	0
April	0	0	0
May	0	0	0
June	0	0	0
July:	0	0	0
August	0	0	0
September	0	0	0
October	0	0	0
November	0	0	0
December	0	0	0
Total:	1	0	360

Occupational H&S Drill

Once per year an emergency evacuation drill takes place. **For this year the drill (fire drill scenario) was performed in December successfully** and a significant improvement was recorded in comparison with the previous year.



03 | ENVIRONMENT

Integrated Environmental Management System

In order to comply with the Project's environmental terms and the implementation of an Environmental Policy, **Gefyra Litourgia** has elaborated an **environmental management system taking into consideration activities associated to both normal and abnormal operation and conditions, for:**

- ▶ controlling, monitoring and dealing with the environment impact
- ▶ optimum management of liquid and solid waste
- ▶ promotion of optimum practices to reduce energy and natural resources consumption

We constantly try to improve the level of the services provided to the users in such a way so as to contribute to sustainable development and maximize their contribution to society. In this framework, our company is bound to reduce constantly the negative impact on the environ-

ment, to fully comply with and even go over the environmental legislation in force, the environmental terms in force and every relevant widely acceptable good practice. We strive for and aim at saving natural resources and preventing pollution.

To this end the company's management commit to:

- ▶ Promote effective environmental practices
- ▶ Make personnel aware of matters relating to environmental protection
- ▶ Collaborate with other entities on local, national and international level to promote environmental policies
- ▶ Reduce energy, water and paper consumption by adopting proper internal operation and communication practices



- ▶ Adopt environmental criteria in the procurement of materials and services where practically feasible
- ▶ Avoid the use of harmful substances, products and procedures where feasible
- ▶ Maintain and clean the areas we manage by using ecological methods and materials
- ▶ Train the personnel in ecological and energy saving practices, in environmental management issues during their work

Since December 2018 our Environmental Management System has been certified according to ISO 14001:2015.



Waste management is of major significance for **Gefyra Litourgia** as an operator and we acknowledge the impact on our environmental footprint .

Taking this into account and the objective of Vinci, our main shareholder, of “zero waste in landfills by 2030”, we have decided to launch in 2021 a detailed study on our waste management in order to limit our impact initially and then aim for “zero waste in landfills “.



PROJECTS



GLSA contributed to the upgrading in terms of energy and quality of the road lighting of the Charilaos Trikoupis bridge. The road lighting was replaced with modern and qualitative LED luminaires, improving the quality, the safety of the users and the significant reduce of power consumption, by 80% compared to the previous system. Our actions to protect the environment by exploiting innovation technology will continue.



Waste Management

Gefyra Litourgia has implemented a recycling program which includes waste arising from the operation and maintenance of the project, such as electrical and electronic equipment, paper, toner, batteries, metals, etc.

The following icons present the total amount of waste collected during 2020.



388,5 tons
of road / household
waste collected



1,73 tons
of paper recycled



0,07 tons
of toner recycled



1,19 tons
of batteries recycled



1,26 tons
of electronic & electrical
equipment recycled



0,04 tons
of lamps recycled



0,35 tons
of lubricants & associated
waste collected



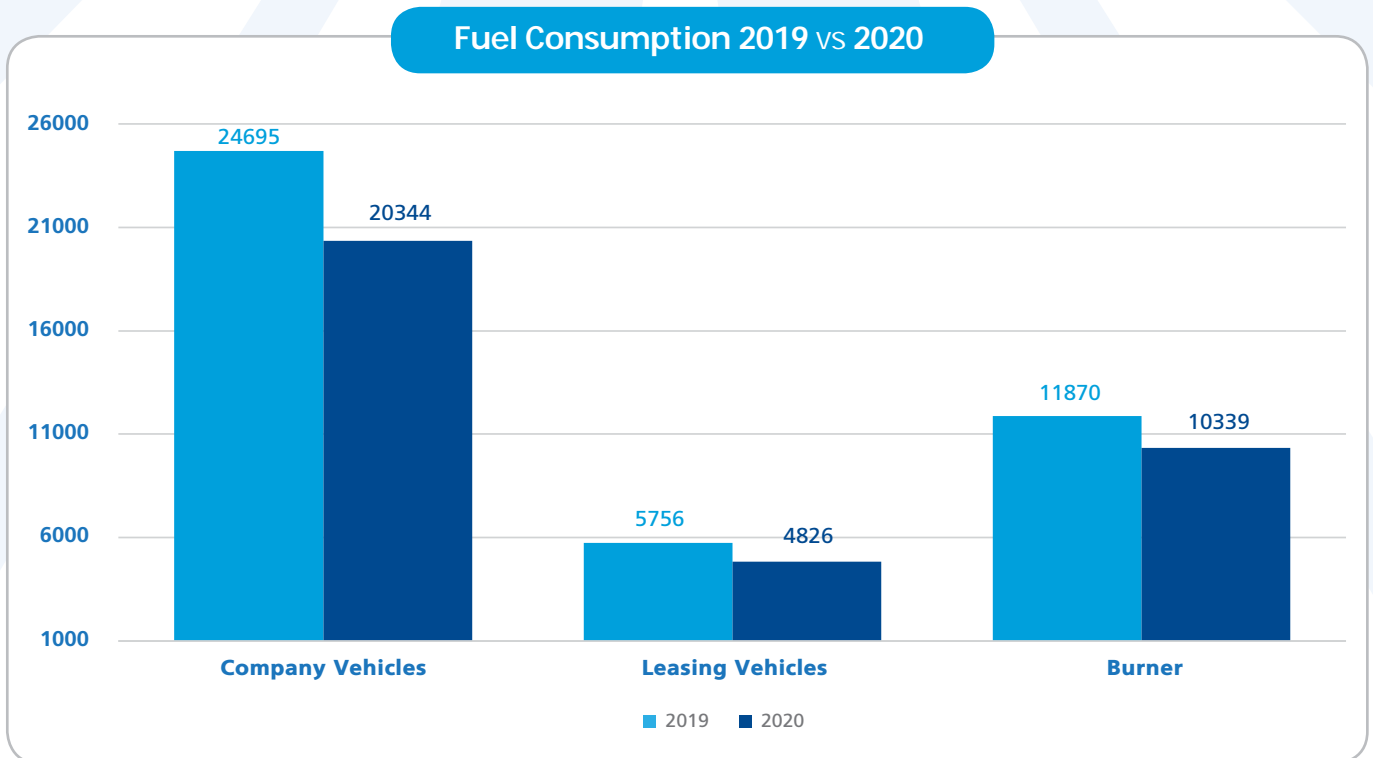
5,54 tons
of metals recycled



0,007 tons
of dead animals collected

Fuel Consumption

The following table presents the total consumption of fuel in comparison to 2019. In 2020 a decrease has been recorded for all three categories consuming fuel consumption, company vehicles -17.6%, leasing vehicles -16.2%, burner -12.9%.



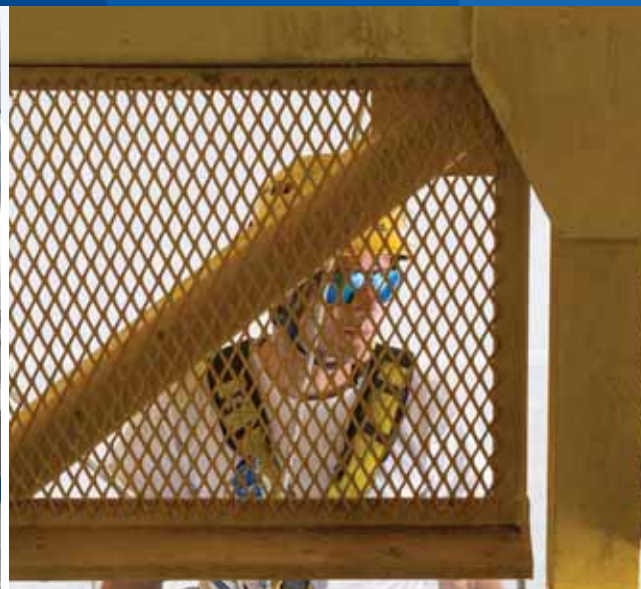
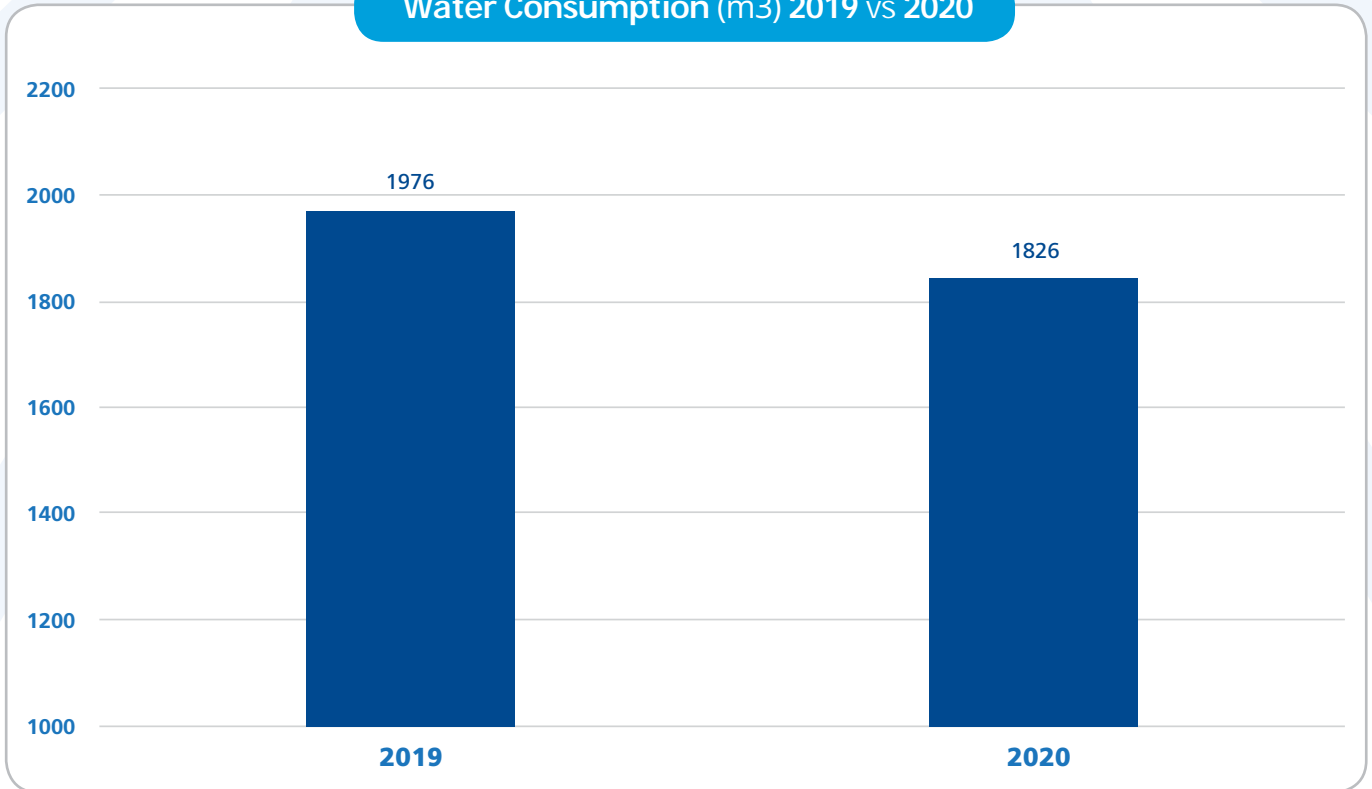
Note: Due to the pandemic and traveling restriction, there were less travels during 2020. Also, the average of patrols was reduced.



Water Consumption

The following table presents the total water consumption in comparison to 2019. In 2020, a decrease of -7.59% was achieved.

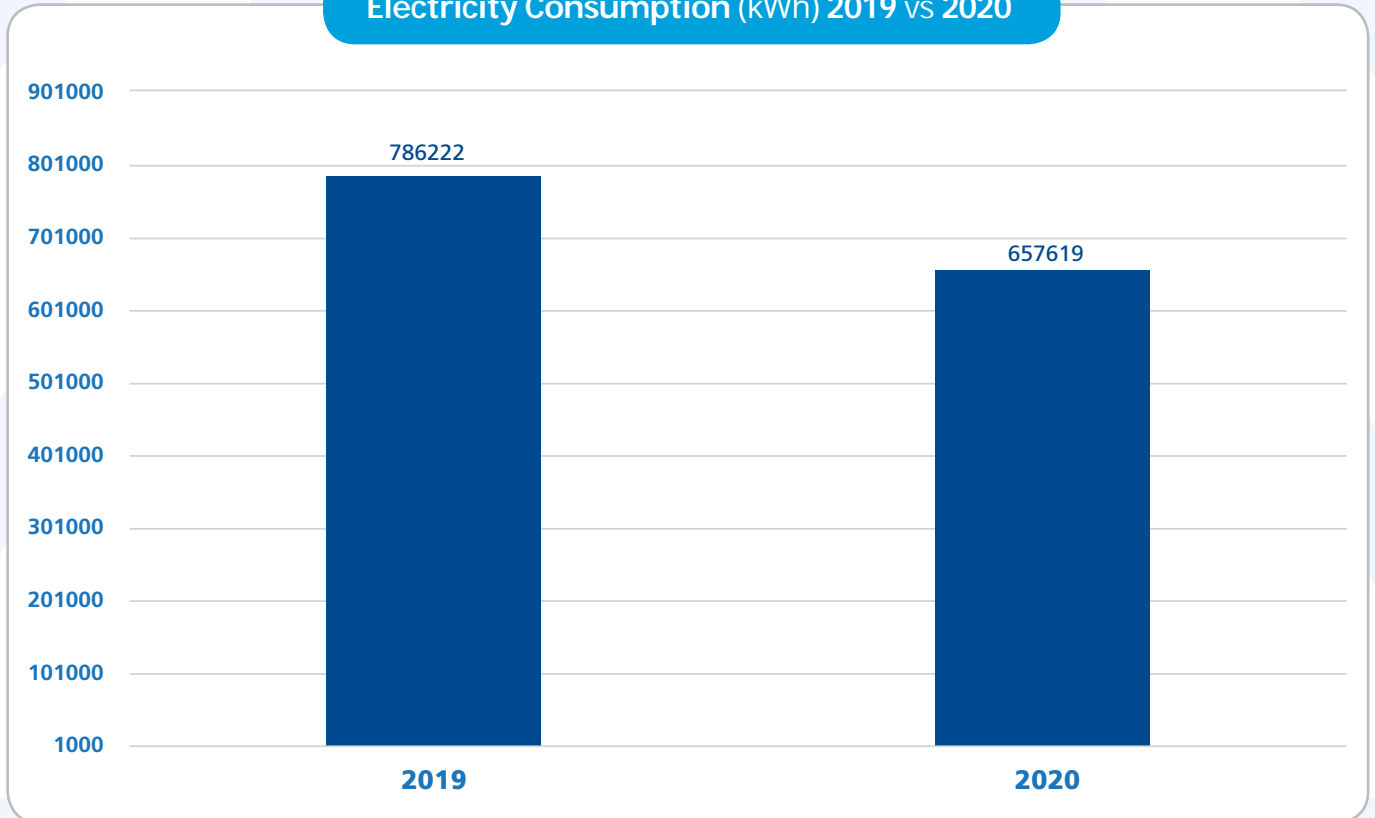
Water Consumption (m³) 2019 vs 2020



Electricity Consumption

The following table presents the electricity consumption in comparison to 2019. In 2020, a decrease of -16.36% was achieved.

Electricity Consumption (kWh) 2019 vs 2020



Environmental Drills

At least one environmental drill is performed every year.

In December 2020 a drill on the "Application of anti-pollution materials after an incident and collection of polluting materials from the road" successfully took place.

1

Setting up of signage on the road area affected

2 & 3

Application of anti-pollution equipment/ materials using spill kit and treatment of the affected area

4

Post removal of "polluted" materials from the road

5

Termination of incident

1



2



3



4



5





04 | QUALITY

Integrated Quality Management System

Gefyra Litourgia aims for the constant improvement of the Services provided to the final user of the bridge with the end objective to offer **high quality** and **homogenous services** to everyone.

In that view, the company sets out objectives and provides all the necessary resources for delivering its values and visions.

The end objective is to achieve a full satisfaction, not within the narrow framework of the quality of service provided, but in the broader social context encompassing economy.

Gefyra Litourgia has setup an Integrated Management System (IMS) to manage its activities, covering the following topics:

- Quality management,
- Occupational health and safety management,
- Environmental management,
- Road traffic safety management,
- Stakeholders management,
- Management of various risks and opportunities related to the operational activities,
- Human resources and Finance management,

Since December 2018 Gefyra Litourgia has certified its management system on quality and according to ISO 9001:2015 .



Every year, internal audits along with external audits (certification external audit, environmental audit and audit by our Client) are carried out. For 2020 minor observations and possible improvements were recorded during the external audits without any major non-conformities.





PART 02

TOLLS
TRAFFIC & PRODUCTS

Gefyra's toll plaza has a total of 12 lanes, out of which 4 are used mainly as electronic lanes (ETC) for light vehicles (LV) and heavy vehicles (HV), while 8 as manual (MTC) lanes.

During normal traffic conditions the toll plaza is equally split, thus 6 lanes (4 MTC -2 ETC) are used for northbound (Rion to Antirion) traffic and 6 lanes (4 MTC -2 ETC) are used for southbound (Antirion to Rion) traffic.

The toll plaza allows a configuration of maximum 8 lanes in a direction when high traffic volumes are observed.










These 8 lanes can be used as all as manual lanes or in a mix mode using also the 2 automatic lanes. The remaining 4 lanes in the other direction can either be used as manual lanes or again in a mix mode with the 2 automatic lanes.

The table below summarizes the rules followed for the operating scheme of the toll plaza, according to different volumes of traffic:

Traffic Conditions	Plaza Configuration	Northbound Lanes		Southbound Lanes	
		MTC Lanes Available	ETC Lanes Open	MTC Lanes Available	ETC Lanes Open
Normal	6 North – 6 South	4	2 (1 LV & 1 HV)	4	2 (1 LV & 1 HV)
Increased Traffic from Rion Addition of 1 lane	7 North – 5 South	5 to 6	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	3 to 4	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Rion Addition of 2 lanes	8 North – 4 South	6 to 7	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	2 to 3	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Antirion Addition of 1 lane	5 North – 7 South	3 to 4	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	5 to 6	1 (mixed LV/HV) or 2 (1 LV & 1 HV)
Increased Traffic from Antirion Addition of 2 lanes	4 North – 8 South	2 to 3	1 (mixed LV/HV) or 2 (1 LV & 1 HV)	6 to 7	1 (mixed LV/HV) or 2 (1 LV & 1 HV)



01 | VEHICLE CATEGORIES AND TOLL FARES

	VEHICLE CATEGORY	DESCRIPTION	TOLL FARE
1		Motorcycles	1,90€
2		Private cars and 4-wheeled vehicles with height up to 2m, with or without a trailer or caravan with height up to 2m	13,50€
3		Trucks of height in excess of 2m and private cars with a trailer or caravans of a height in excess of 2m	20,30€
4		Trucks with 3 axles	33,00€
5		Trucks with 4 axles	42,00€
6		Trucks with 5 axles	42,00€
7		Bus or coach of up to 20 seats	30,50€
8		Bus or coach from 21 and up to 40 seats	43,00€
9		Bus or coach with more than 40 seats	66,00€

02 | DISCOUNT PRODUCTS

Anonymous Discount Products

There are **3 anonymous discount products** (no contract or registration required), available to purchase from Customer Services and manual toll lanes, **providing different discounts schemes for the following vehicle categories:**

VEHICLE CATEGORY	DISCOUNT PRODUCT	DESCRIPTION	PRICE
1	MOTO Card	A pre-paid 10 crossing card, valid for six months after the first crossing	12,00€
2	Aller - Retour Card	A discount card that allows 2 crossings, with a progressive discount on the second crossing (return trip), depending on the duration of the whole trip	13,60€
5 & 6	Return 36 Card	A discount card that allows 2 crossings, with the return trip to be performed within 36-hours of the first crossing	71,00€

E-pass Discount Products

Frequent users of the Bridge can benefit of progressive discounts on their monthly crossings, by subscribing to one of the **E-pass discount products**, available for all vehicles' categories (with the exception of cat.1).

Each product provides discounts according to the number of crossings performed within the same calendar month, reaching up to 66% for passenger vehicles and up to 35% for trucks.

In 2020, a new program was launched especially **for passenger vehicles (cat.2) which perform a round trip within a short period of time**. The discount policy is applied on the return trip (second crossing), depending on when it will be performed, with a policy equivalent to the Aller - Retour card.

All products are prepaid and can be reloaded with the following means:

- Online, through a dedicated website and mobile app
- By contacting Customer Services
- In manual toll lanes

Finally, we also provide specific discount schemes for business users (such as companies which manage large fleets) and to the Association of Bus Operators (KTEL) who offer a public service with routes covering urban or intercity travels.

Products for Vulnerable Social Groups

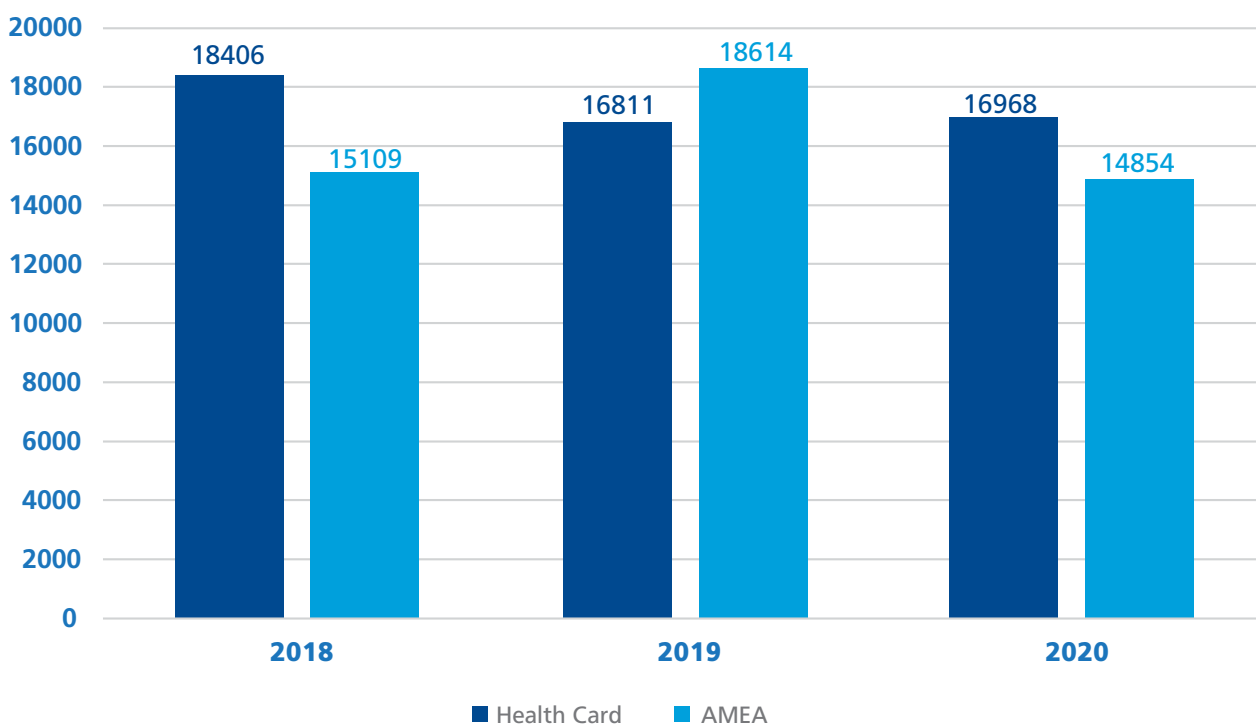
There are 2 products dedicated to vulnerable social groups:

CHARACTERISTICS OF THE PRODUCT	HEALTH CARD	AMEA CROSSINGS
TYPE OF VULNERABILITY:	Cancer / kidney patients	People with disabilities
COST OF CROSSING:	5,00€	5,00€
SUBSCRIPTION REQUIRED:	YES	NO
MEDIA:	Card	Blue EU Parking Permit Card
ISSUING OFFICE:	Issued from customer service, with the owner's details printed on the card	Issued by the state

At the end of 2020, there were 484 active Health Cards.

The following table presents the total yearly crossings with the two products. In 2020 the number of crossings with the Health Card remained in the same levels as the previous year, while there was a drop of 20% on the AMEA crossings, due to the restrictions in traveling, imposed for COVID.

Vulnerable Groups - Yearly Crossings

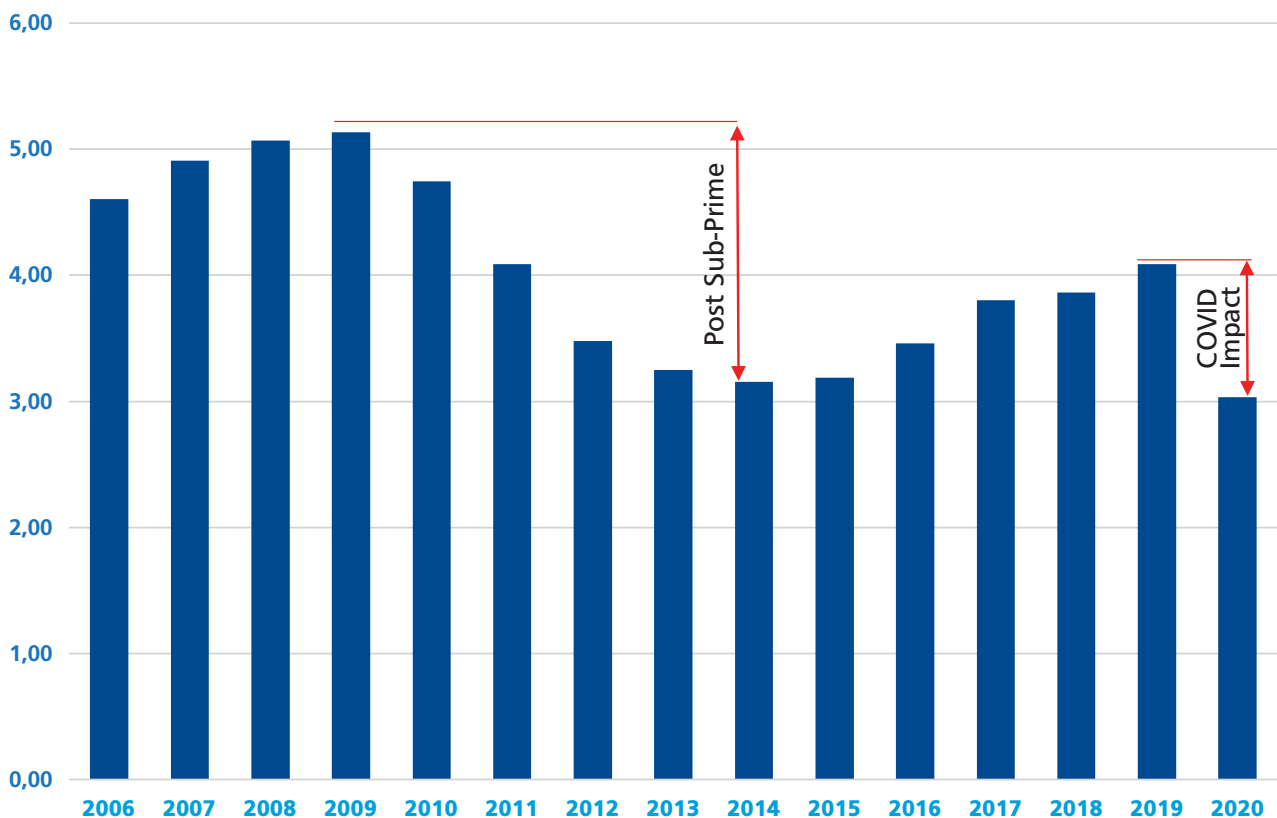


03 | TOTAL TRAFFIC

From 2009 to 2014 there is a significant reduction in traffic (-38,5%) due to the financial crisis.

In the next five years (2015-2019), we see a positive trend forming, as there is a gradual increase on the number of total transactions (+28,3%), which ends with the start of the pandemic and the restrictions applied nationwide regarding travelling, resulting in a 25,8 % reduction in 2020.

Total Transactions (in millions)



AT A
GLANCE...

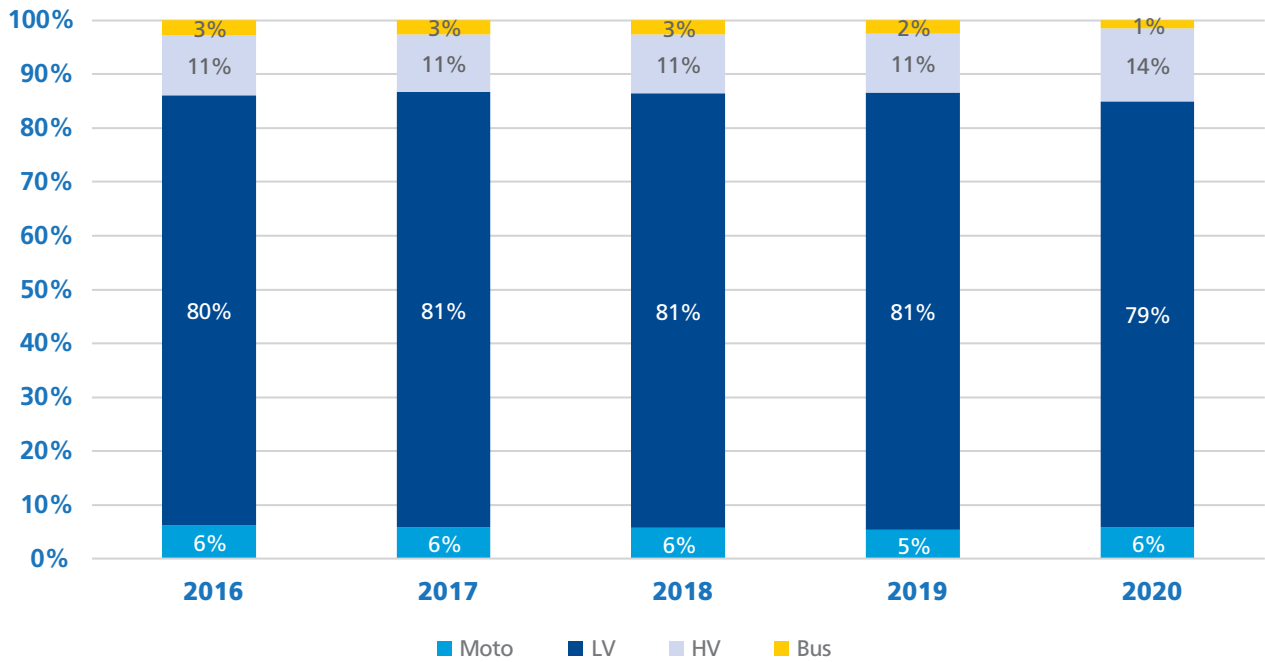
Key figures for traffic in 2020:

- **Total traffic:** -25,8% (compared to 2019), due to the restrictions in travelling imposed during the pandemic
- **79%** of total traffic comes from light vehicles, **14%** comes from heavy vehicles and **7%** from buses.

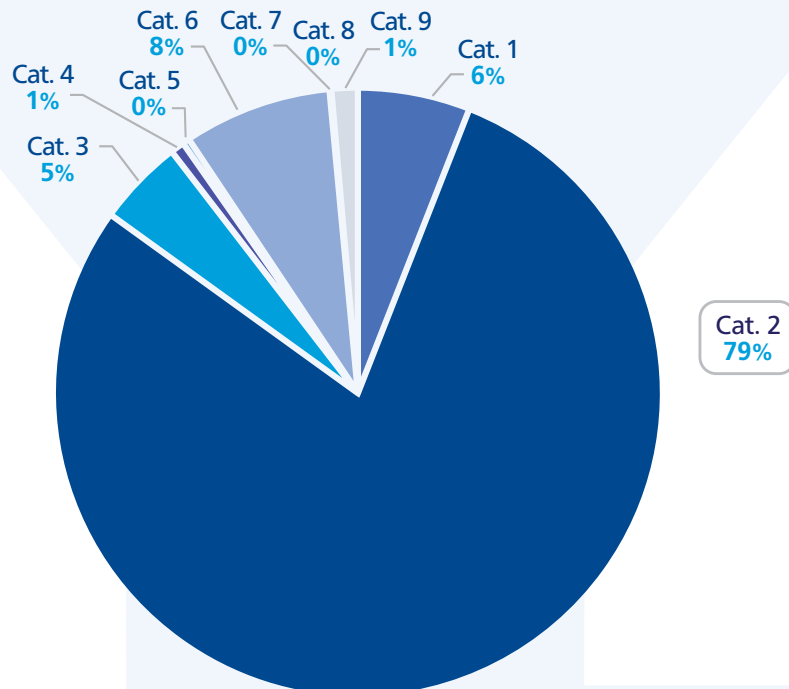
Regarding the traffic per vehicle type, light vehicles represent the vast majority of crossings throughout the years, demonstrating a steady number of crossings per year, between 2017 - 2019, while there was a 2% decrease in 2020, due to the restrictions imposed for the covid-19.

On the other hand, we notice an increase of 3% on the traffic of heavy vehicles during 2020, as this category was not affected directly from the restrictions in travelling.

Breakdown of the Traffic per Type of Vehicle



Traffic by vehicle category - 2020





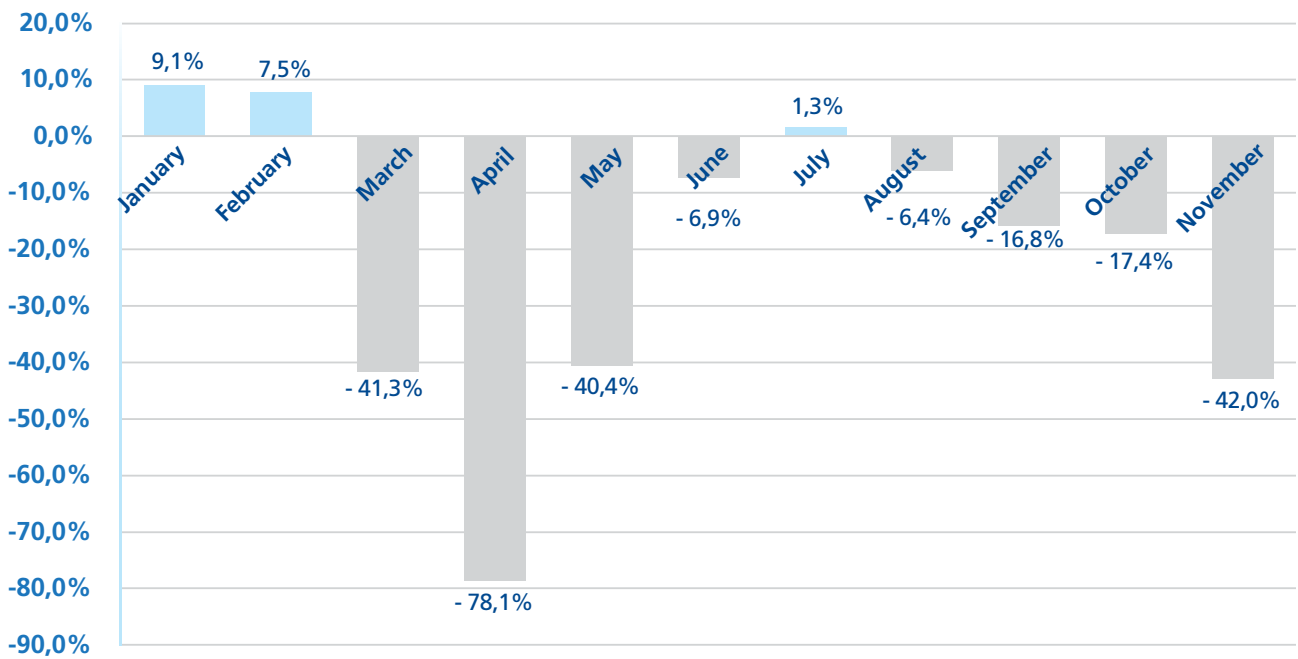
Total Crossing per Month - Northbound										
		1	2	3	4	5	6	7	8	9
January	1	4889	106796	6178	798	398	8701	82	121	3388
February	2	5613	103738	6017	834	333	8744	87	187	3294
March	3	4375	63377	5514	773	339	10368	36	32	1654
April	4	1959	22589	4270	830	302	9165	32	5	288
May	5	6138	69421	5254	856	356	11561	66	14	929
June	6	10968	117837	5854	960	430	12580	84	70	1771
July	7	13711	167857	6529	938	474	11416	112	40	2049
August	8	15162	213242	6309	914	504	9325	64	45	2379
September	9	10397	110936	6373	1073	595	9123	83	47	1782
October	10	10006	107860	6286	970	607	8919	80	54	1841
November	11	4663	54710	5352	925	508	9261	42	28	891
December	12	2741	52594	5401	951	524	9474	49	10	878
TOTAL:		90.622	1.190.952	69.307	10.822	5.370	118.637	817	653	21.144

Total Crossing per Month - Southbound										
		1	2	3	4	5	6	7	8	9
January	1	4861	119607	6193	850	429	9033	97	121	3394
February	2	5469	96288	6140	899	388	9128	105	182	3247
March	3	4263	68974	5517	797	371	10433	39	43	1600
April	4	1923	22742	4349	883	309	8956	30	4	280
May	5	6128	68283	5274	906	436	10854	68	16	970
June	6	10781	114904	2811	1013	512	11339	94	67	1768
July	7	13287	150707	6702	1010	530	11325	109	36	2039
August	8	15300	227187	6309	1037	554	9796	70	47	2387
September	9	10590	120327	6555	1100	604	9763	87	50	1761
October	10	9998	107035	6395	1033	602	9653	97	67	1821
November	11	4651	57987	5436	958	524	9653	47	33	903
December	12	2642	51315	5480	991	498	9899	43	12	875
TOTAL:		89.893	1.205.356	70.161	11.444	5.757	119.832	886	678	21.045



04 | EVOLUTION OF PAYING TRAFFIC

Comparison paying traffic by month 2020 vs 2019



Note: In July 2020 it appears an increase of traffic compared to 2019 due the national elections that were carried out in Greece. With a ministerial decision toll payment was suspended between the period 4/07 - 8/7/19 for vehicle categories 1 and 2.

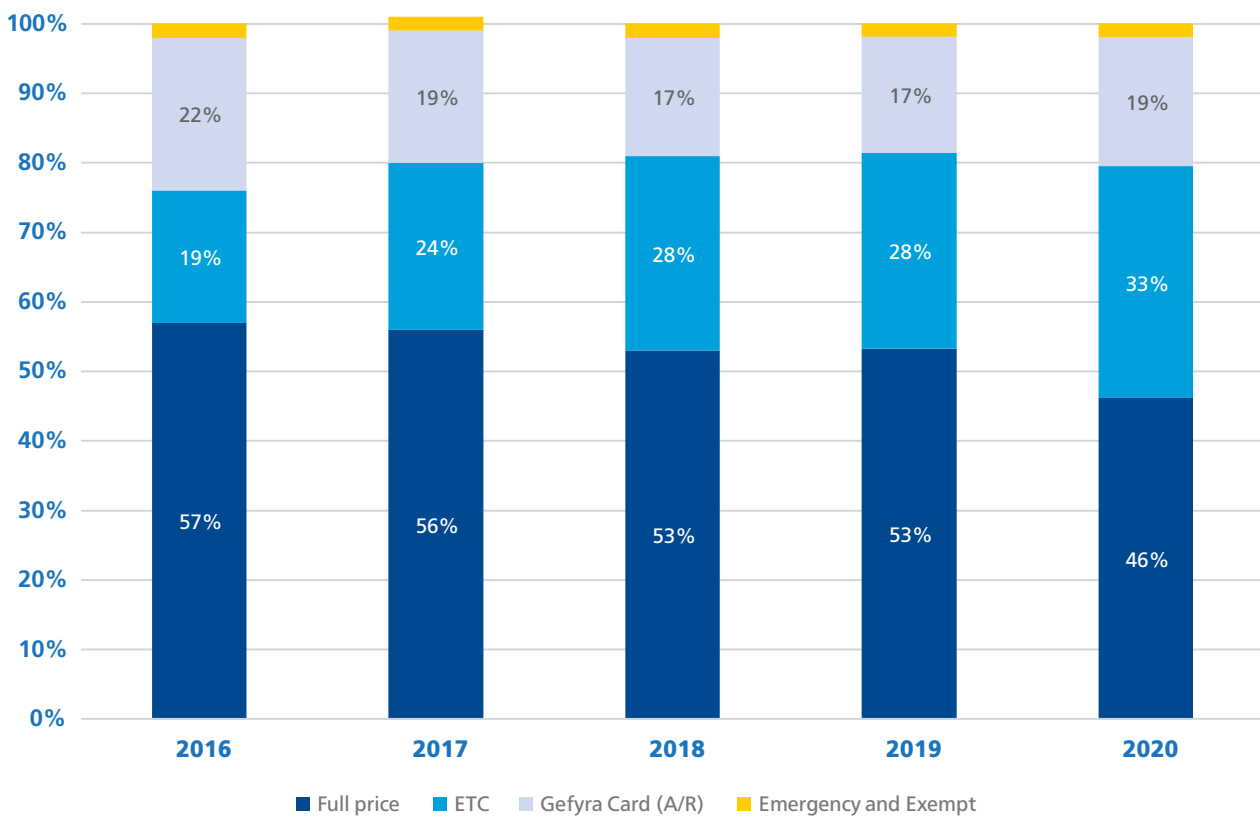


Analysis of The Means of Crossing and Payment

Full price crossings show a decreasing course through the years **with an 11% points reduction between 2016 and 2020**. There is a decrease in the **transactions made by cash (-24% points)** while at the same time transactions **with a use of a bank card have an increase of 13% points**, for the same period of years.

The increase of the bank card usage comes as a result of a nationwide change of habit, following the financial crisis, where POS machines became mandatory for the vast majority of businesses and peak during the pandemic as cash transactions were avoided.

Means of Crossing (% of The Total Number of Transactions)



ETC penetration presents an increasing trend (14% points) between 2016 and 2020, as more and more users understood the benefits of using a tag in terms of time saving on the duration of their trip, as well as the discounts provided. **Especially for 2020, ETC was highly promoted as a safe and contactless way of crossing, due to the pandemic.**

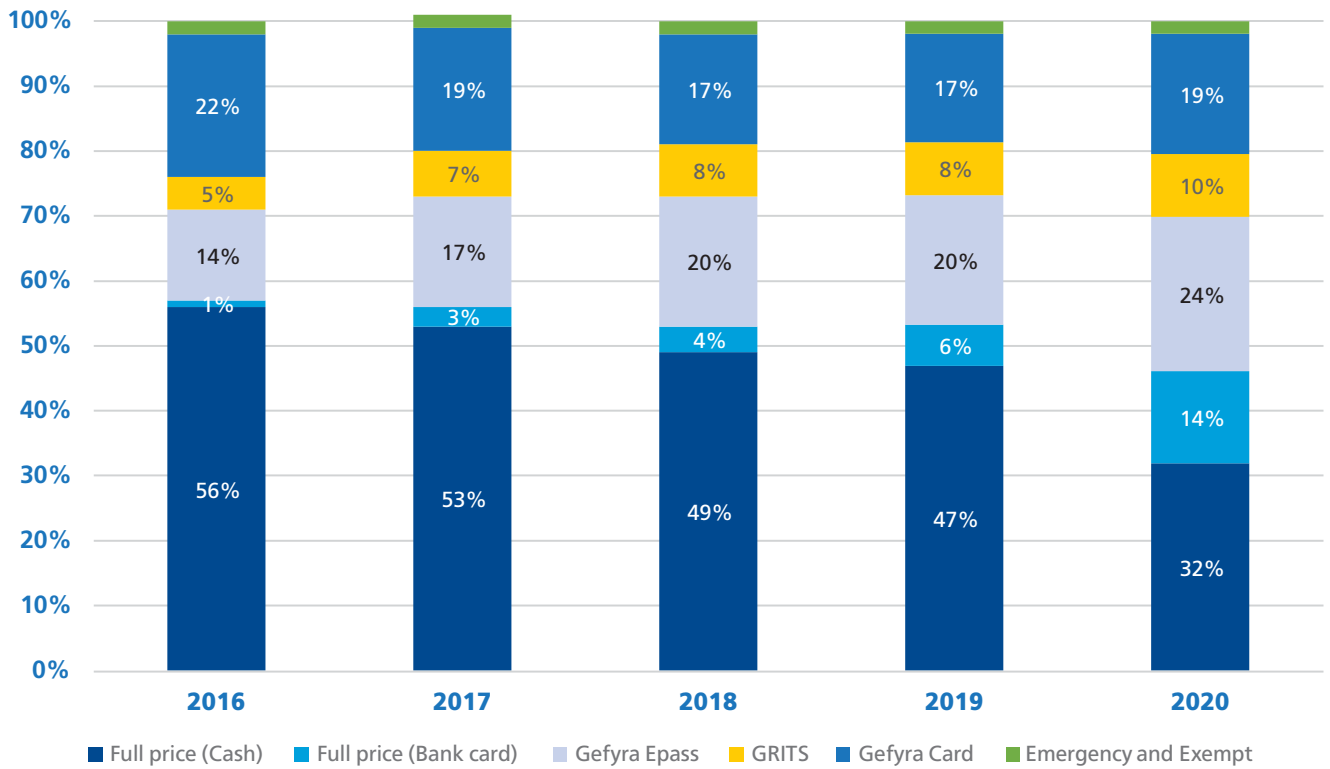


AT A
GLANCE...

Between 2016 and 2020:

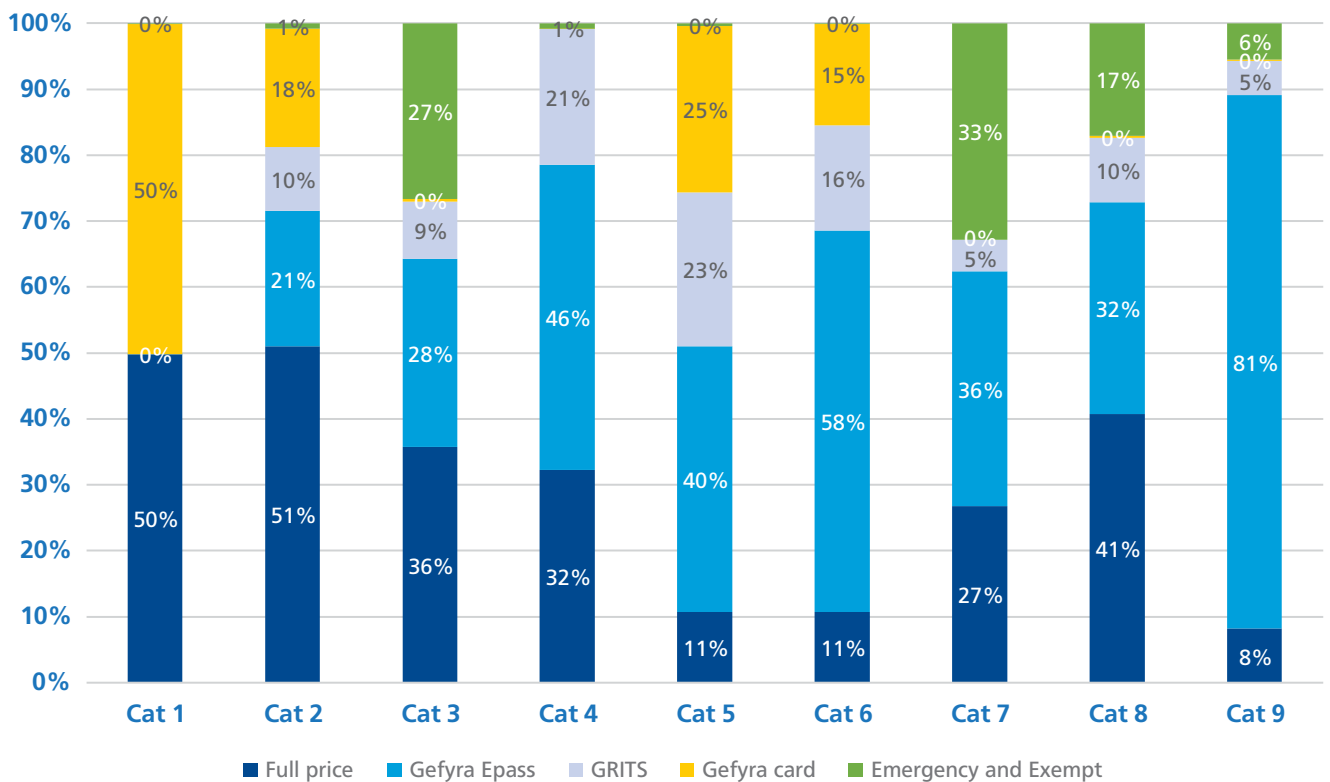
- Gradual decrease in full price crossings
- Gradual increase of ETC penetration

Detailed Means of Crossing (% of The Total Number of Transactions)



Transaction per Mean of Crossing & Vehicle Category

(Percentage %) for 2020



50% of the transactions concerning motorcycles users (cat.1) prefer to use the discount product MOTO Card for their crossings, while 31% of passenger cars (cat.2) use a tag for their crossings.

The vast majority of trucks with 4 axles or more (cat. 5 & 6), prefer ETC as their mean of crossings, in comparison to manual lanes for their crossings.

The same trend appears on cat.9 buses as well, with 86% of the total transactions for this category performed with a tag.

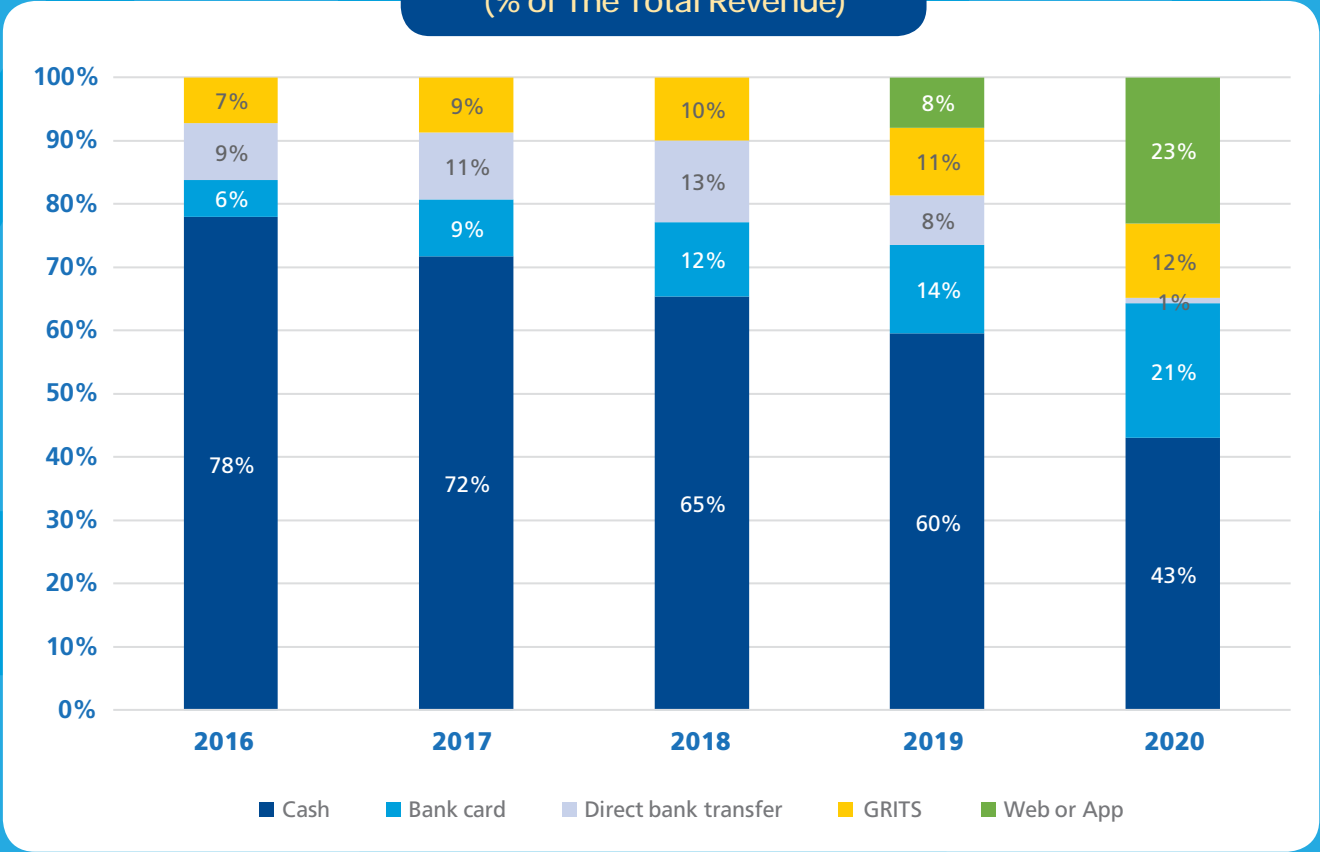
Regarding the means of payment, there is 35% decrease in the usage of cash since 2016, while there is 15% increase in the usage of bank cards.

In 2019, we saw the launch of online services for e-pass subscribers, which included the online reload of their account via the dedicated website or the mobile app.

In 2020, online transactions through the website or app account for 23% of the total revenue, 15% increase since last year.

Means of Payment to Pay a Crossing / Product or Reload a tag

(% of The Total Revenue)

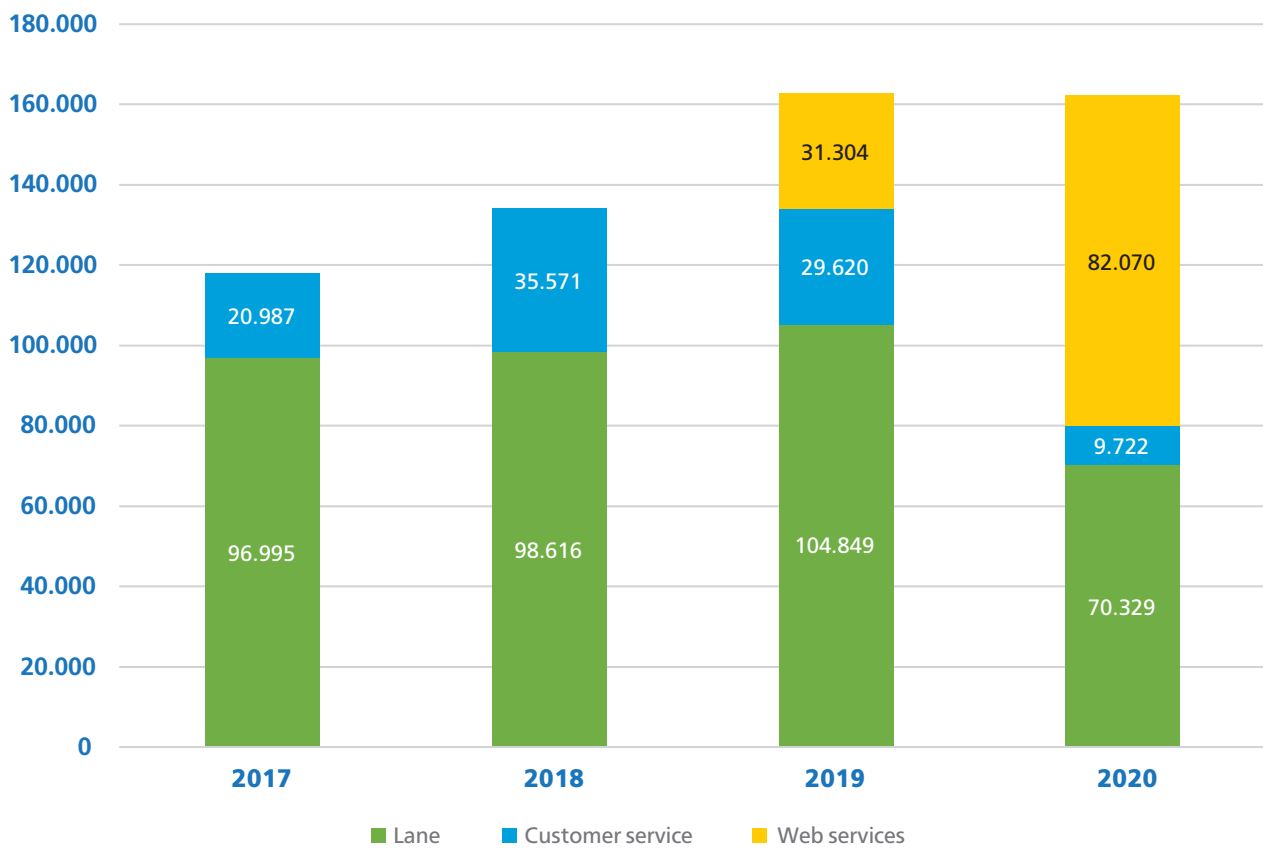




In 2020, there was a decrease of 32,9% in the reloads performed in lane, in comparison to 2019, which is possibly linked to the promotional campaigns regarding the online services as an easier and faster way to reload, as well as a way to avoid human contact due to COVID-19 pandemic.

In total, during 2020, 43% of reloads performed in lane, 6% through Customer Service and 51% online.

Number of Gefyra E-pass Reload per Means of Reload



AT A
GLANCE...

- Since 2016

- There was a decrease in the usage of cash (almost split by two)
- The usage of bank cards was increased by more than 3

- In 2020:

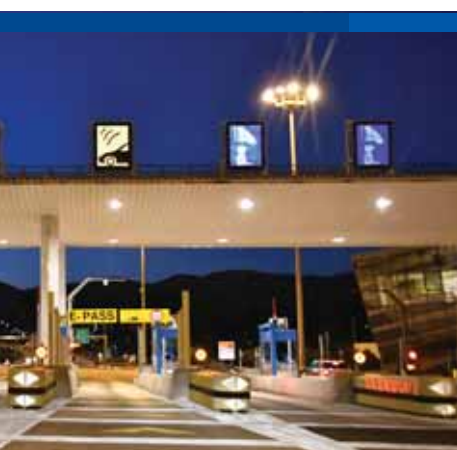
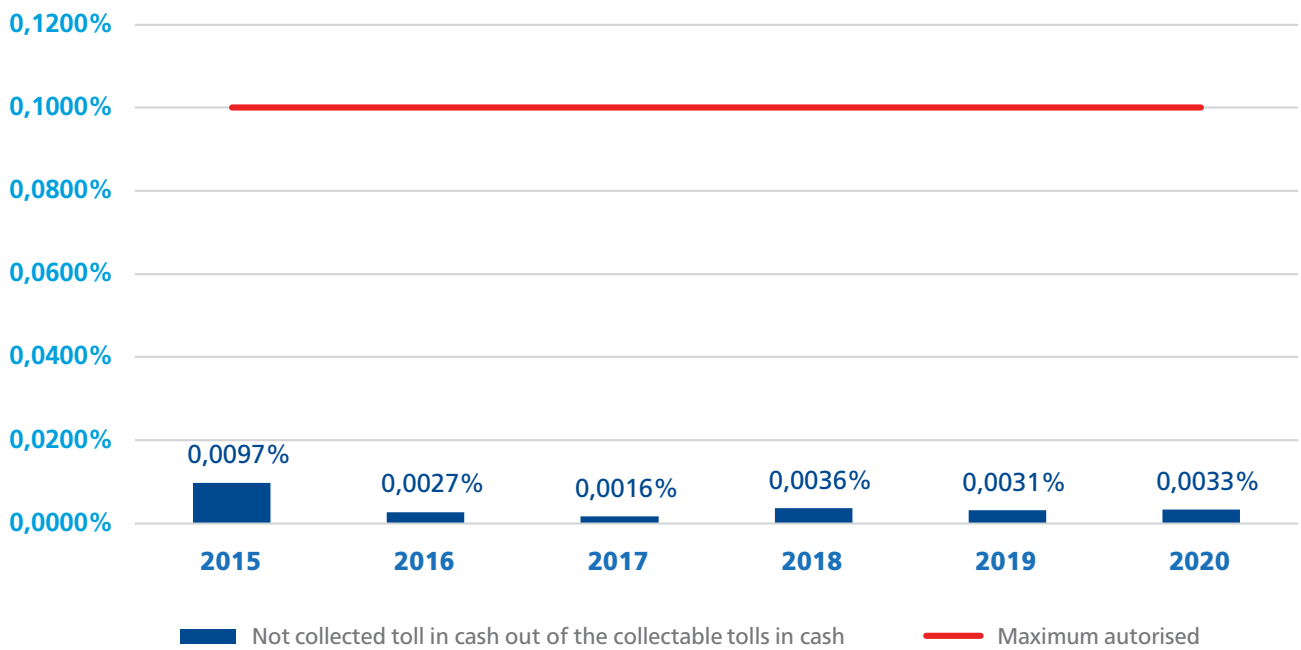
- 43% of reloads performed in lane, 6% through Customer Service and 51% online.

05 | QUALITY OF TOLL COLLECTION

The quality and the accuracy of the toll collection is one of our priority.

Our results over the last 6 years are presented in the graph hereafter. The maximum discrepancy is fixed by contract in the operation agreement signed between the operator and the concessionaire.

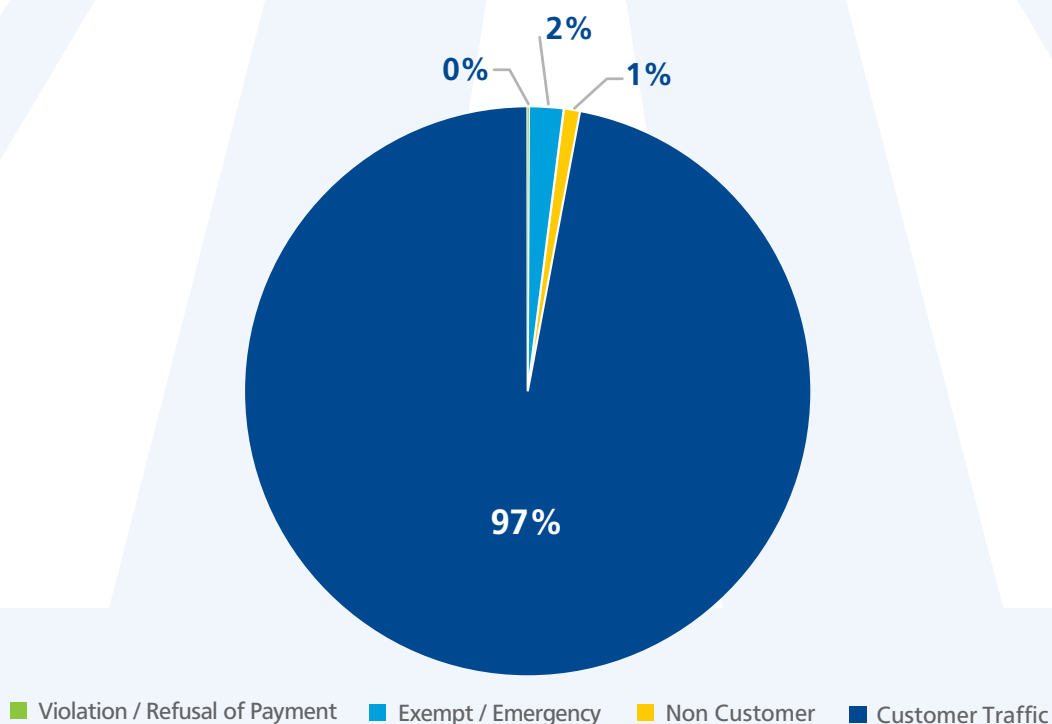
Quality of The Toll Collection in Lanes



06 | UNPAID TRANSACTIONS

The following graph demonstrates the breakdown of total number of crossings performed in 2020:

Breakdown of Total Passage for 2020



The commercial traffic represents 97% of the total transactions. The rest is analyzed as followed:

- 1% of the transaction are performed by non-customer (such Gefyra employees, subcontractors) through paid products but with a strong reduction.
- 2% of the transaction are free crossings (exemption or emergency).
- 0.07% are violations or refusal of payment.



AT A
GLANCE...

- Unpaid transactions account for around 2% of the total traffic and are relatively stable since 2017.
- 12,6% of the total losses from violations and refusals of payment, have been retrieved in 2020.
- The vast majority of violations (93,9%) occurred with vehicles following the vehicle in front

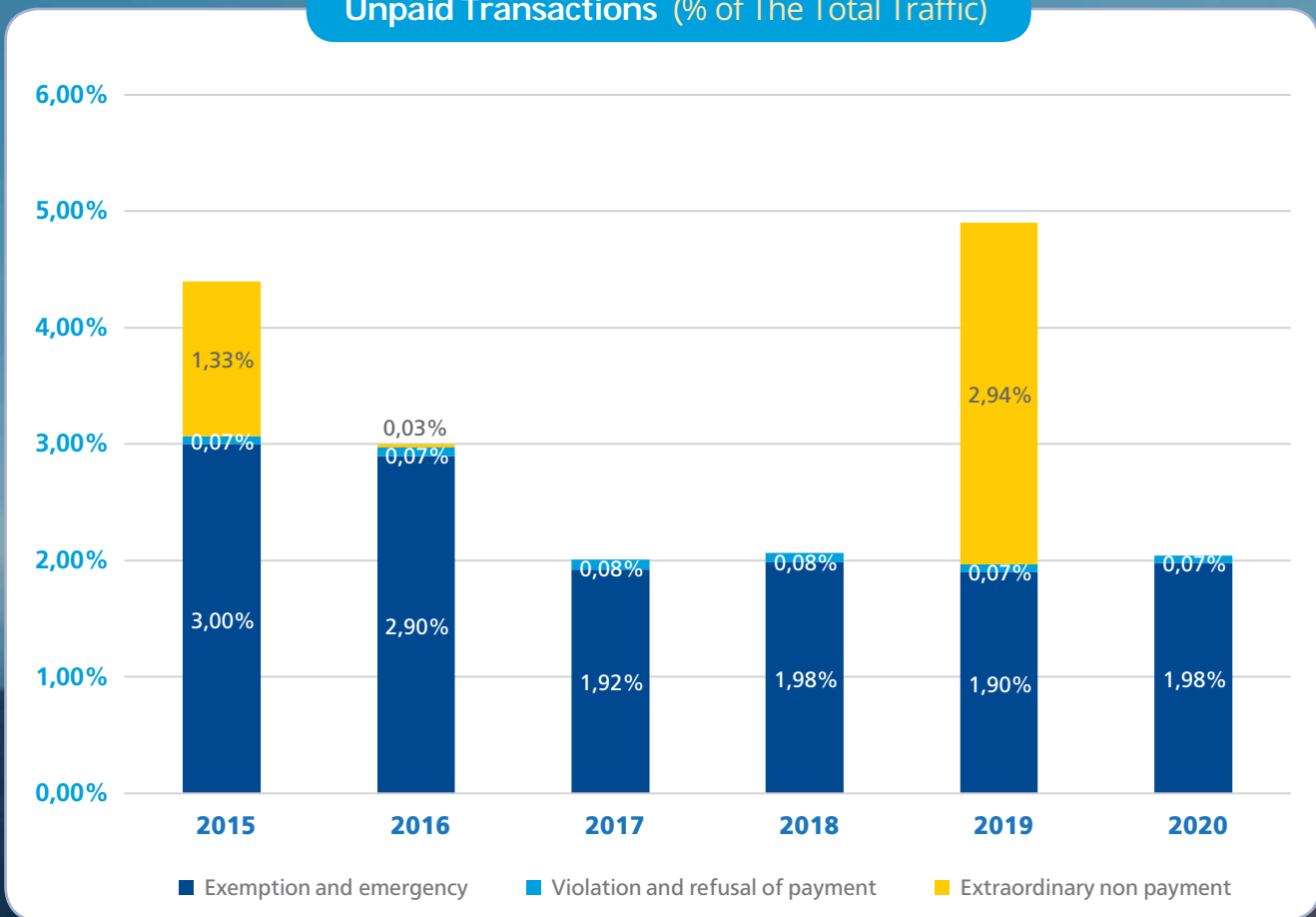
Unpaid transactions are relatively stable since 2017 (around 2% of the total traffic), with the exception of 2019, where the increase is due to the free crossings of the national and local elections.

Those crossings were partially compensated by the state.

In 2015 and 2016, non-customer transactions were counted as exempt. This changed in 2017 which explains the decline from 3% to almost 2%.

Violations and refusals of payment account for less than 0,1% of the total traffic throughout the years.

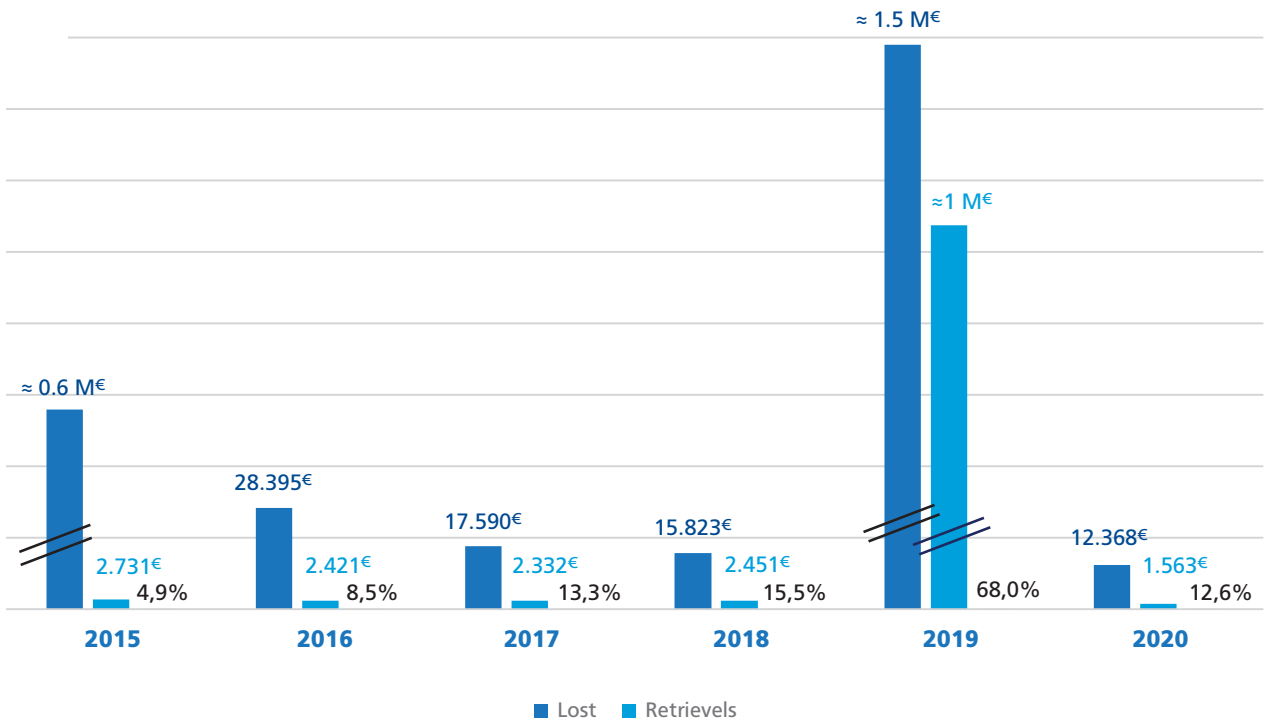
Unpaid Transactions (% of The Total Traffic)



Revenue retrievals from violations, refusals of payment and extraordinary events demonstrate a positive trend through the years, as shown in the graph below:

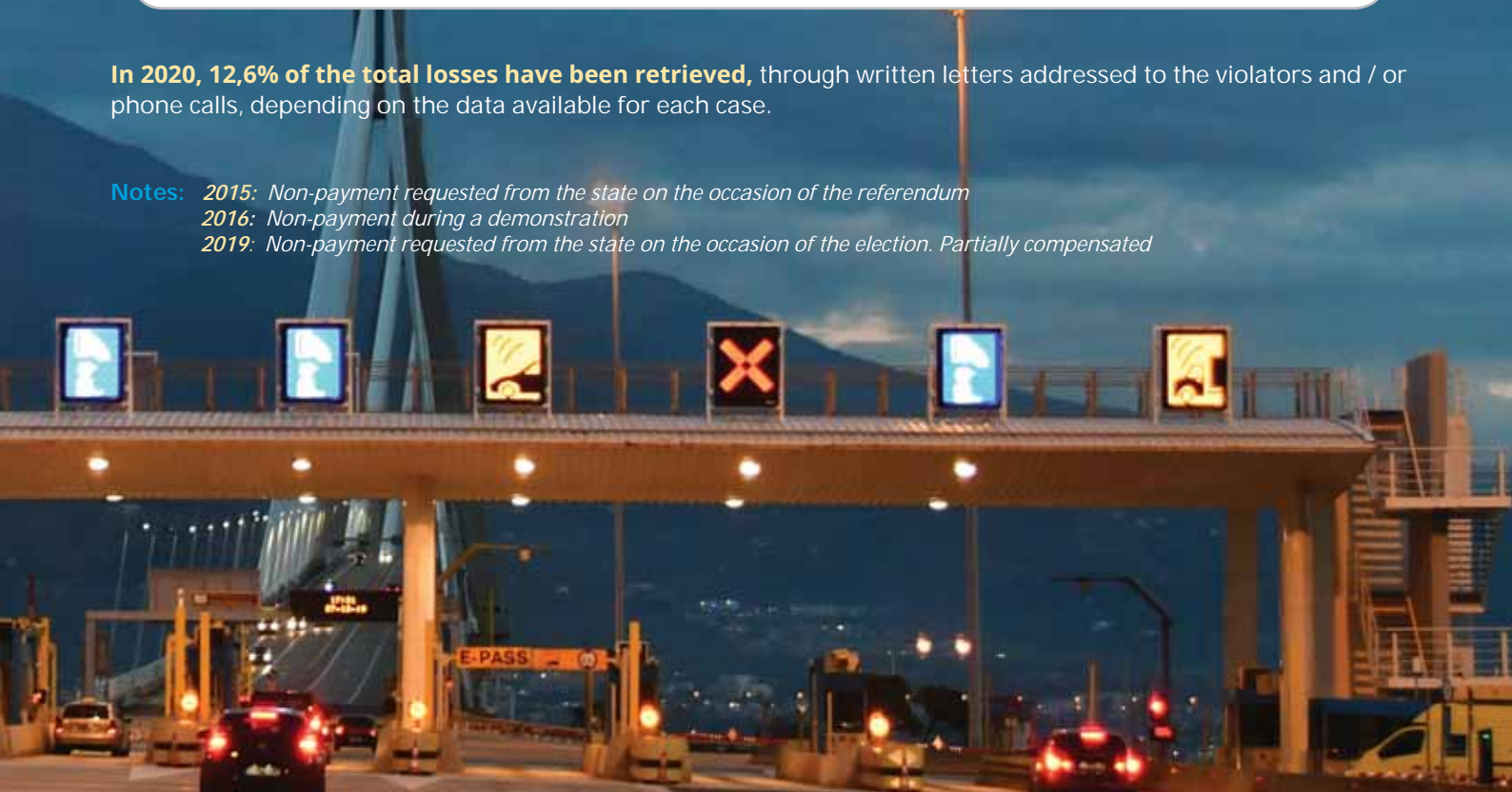
Losses & Retrievals from Violations, Refusal of Payment & Extraordinary Events

(Euros) with Percentage of Retrieval



In 2020, 12,6% of the total losses have been retrieved, through written letters addressed to the violators and / or phone calls, depending on the data available for each case.

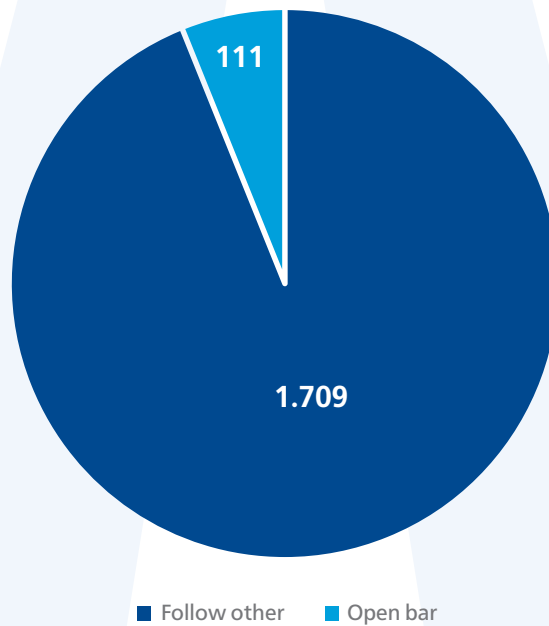
- Notes:** 2015: Non-payment requested from the state on the occasion of the referendum
 2016: Non-payment during a demonstration
 2019: Non-payment requested from the state on the occasion of the election. Partially compensated



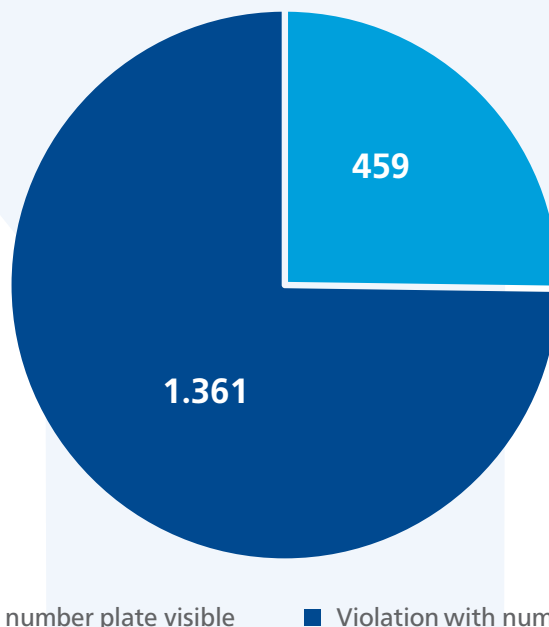
The vast majority of violations (93,9%) occurred with vehicles following the leading vehicle, while the rest (6,1%) occurred when the barrier remained open.

74,8% of the total violations concerned vehicles with covered (fully or partially), missing or unreadable license plates, which made the task of identifying the owner impossible.

Type of Violation for 2020



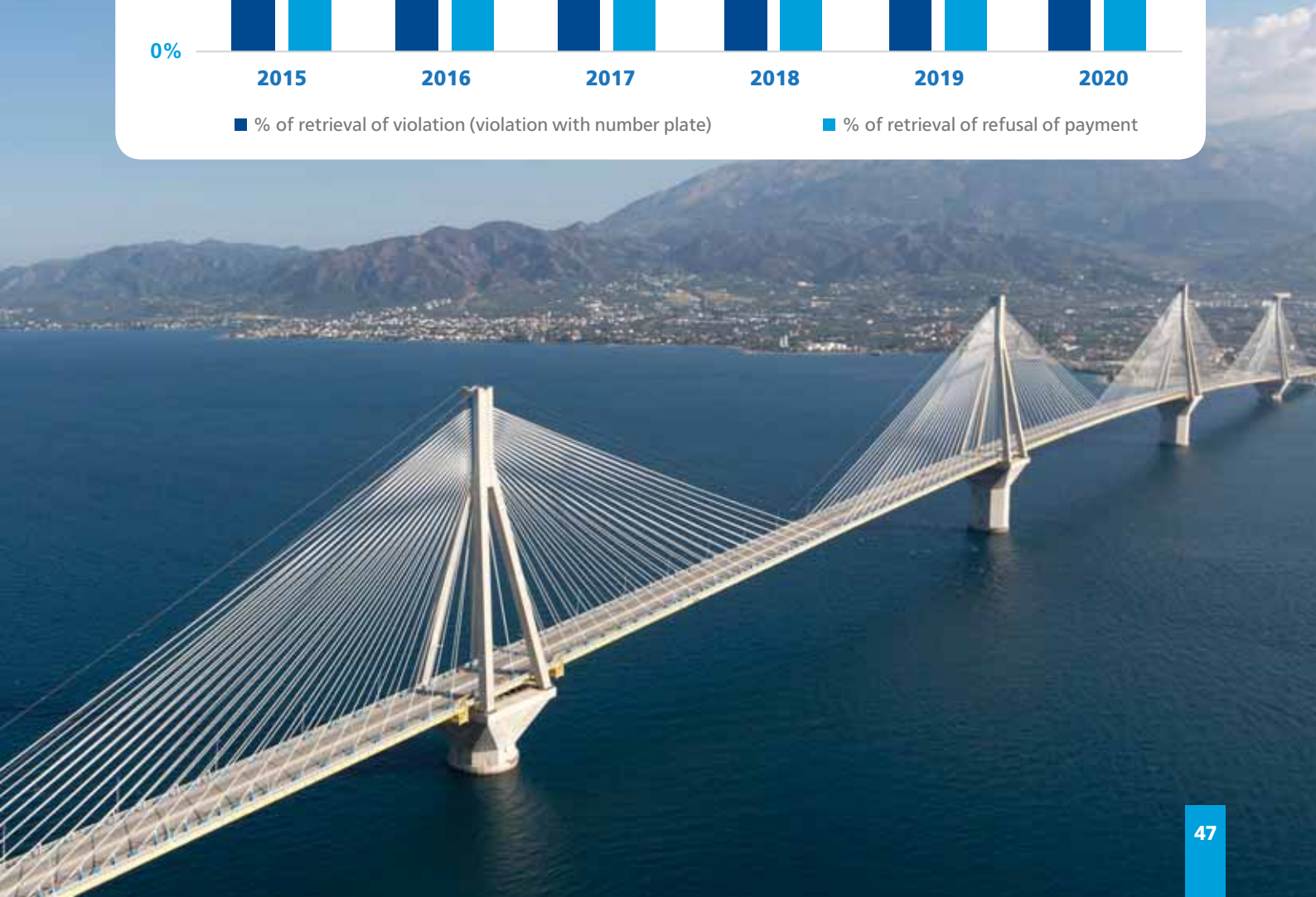
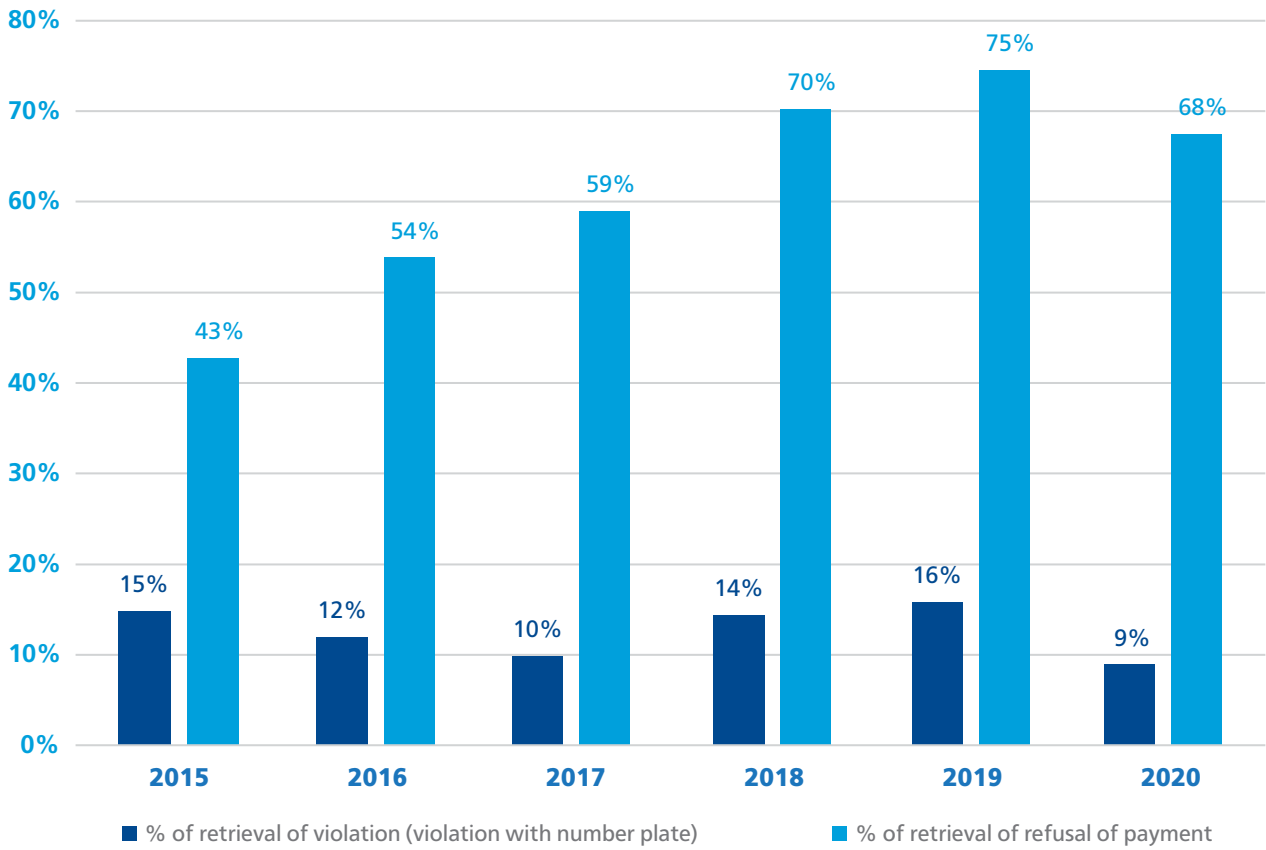
Breakdown of Violation According to The Visibility of The License Plate for 2020



■ Violation with number plate visible ■ Violation with number plate invisible

In comparison, the retrieval of losses from refusals of payment, is much higher than the retrieval of violations, as for the first case, the user provides all his personal data and therefore is easier to enable communication with them.

% of Retrieval for Violations & Refusal of Payment



07

ETC

& GREEK INTEROPERABLE TOLLING SYSTEMS (GRITS)

Until the end of 2020, Gefyra E-pass had 22.041 subscribers, sharing 28.686 tags in total.

Gefyra E-pass subscribers are the most frequent users of the bridge than any other tag holder, performing on average 34 crossings per year.

According to the Greek Interoperability Agreement, we accept the tags from all other Greek motorways to be used in our ETC lanes, charging the subscriber with the full toll price.

Tag Issuer	Tags Used	Total Crossings	Average Crossings per Tag				
			Total	Cat. 2	Cat. 3 & 4	Cat. 5 & 6	Cat.7, 8 & 9
GEFYRA	19745	663857	34	20	85	84	30
KENTRIKI ODOS	110	207	2	2	2	2	0
OLYMPIA ODOS	10524	52060	5	4	8	7	7
AEGEAN MOTORWAY	4790	19330	4	3	5	5	2
EGNATIA ODOS	307	627	2	2	3	2	2
NEA ODOS	2579	6102	2	2	4	2	4
ATTIKI ODOS	59126	214469	4	3	6	8	2

Monthly Crossings - Breakdown by Vehicle Category

Category 2 - Passenger Vehicles				
Tag Issuer	Number of Crossings per Month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	83,6%	7,8%	4,4%	4,3%
KENTRIKI ODOS	98%	2%	0%	0%
OLYMPIA ODOS	99,1%	0,8%	0,1%	0%
AEGEAN MOTORWAY	99,6%	0,4%	0%	0%
EGNATIA ODOS	97,8%	1,5%	0,7%	0%
NEA ODOS	98,3%	1,5%	0,2%	0%
ATTIKI ODOS	99,6%	0,3%	0%	0%

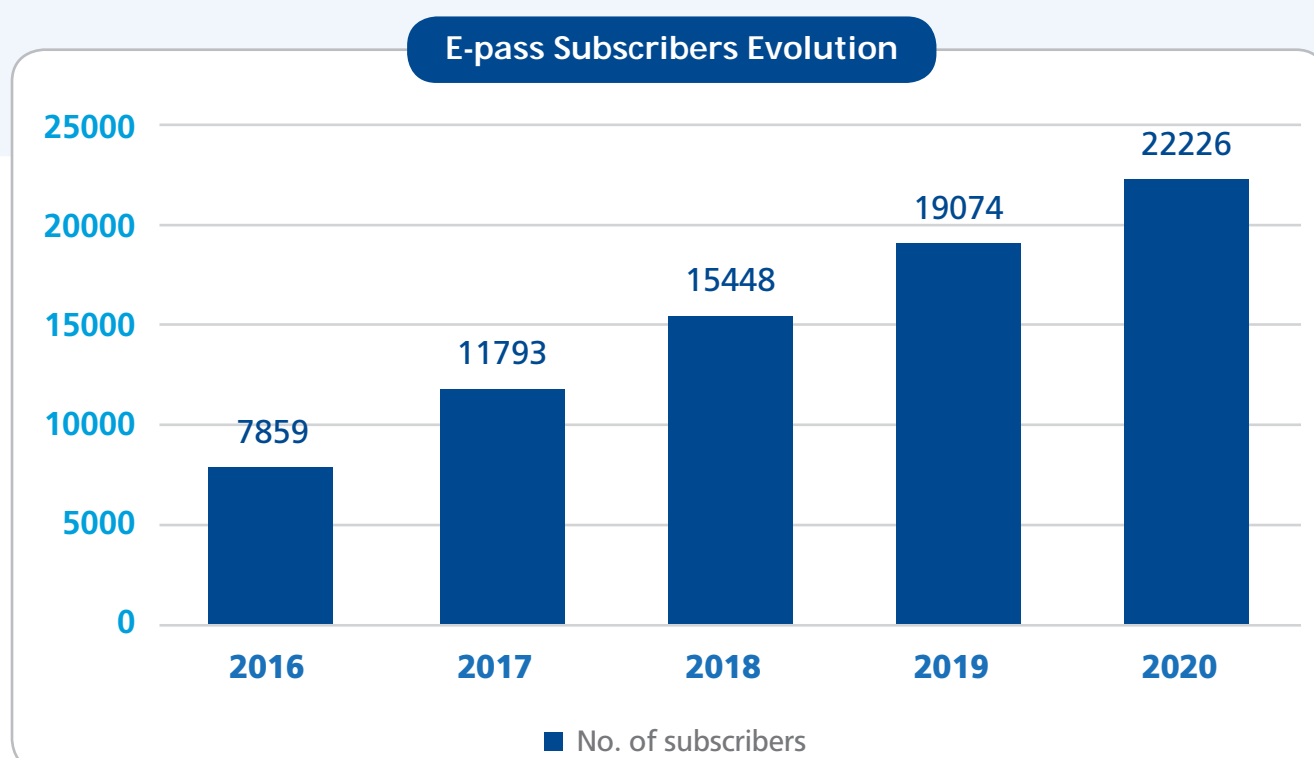
Category 3 & 4 - Light trucks				
Tag Issuer	Number of Crossings per Month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	46,6%	26,3	12,7%	14,4%
KENTRIKI ODOS	100%	0%	0%	0%
OLYMPIA ODOS	95,3%	2,8%	1,3%	0,6%
AEGEAN MOTORWAY	97,9%	2,1%	0%	0%
EGNATIA ODOS	95,9%	2%	2%	0%
NEA ODOS	90,9%	5,2%	2,8%	1%
ATTIKI ODOS	96,9%	2,2%	0,8%	0,1%

Category 5 & 6 - Heavy vehicles				
Tag Issuer	Number of Crossings per Month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	34,5%	26,1%	29,2%	10,2%
KENTRIKI ODOS	95,2%	4,8%	0%	0%
OLYMPIA ODOS	98,9%	1%	0,1%	0%
AEGEAN MOTORWAY	97,8%	1,6%	0,6%	0%
EGNATIA ODOS	100%	0%	0%	0%
NEA ODOS	96,4%	2,5%	1,1%	1%
ATTIKI ODOS	96%	3,2%	0,8%	0,1%

Category 7, 8 & 9 - Buses				
Tag Issuer	Number of Crossings per Month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	63,9%	26,9%	8,2%	1%
KENTRIKI ODOS	89,5%	6,3%	3,7%	0,5%
OLYMPIA ODOS	99%	1%	0%	0%
AEGEAN MOTORWAY	100%	0%	0%	0%
EGNATIA ODOS	91,8%	2%	4,1%	2%
NEA ODOS	100%	0%	0%	0%
ATTIKI ODOS	63,9%	26,9%	8,2%	1%

Notes: 1. The calculation of crossings has been done according to the number of months that the tag was active.
2. NO/KO and Egnatia Odos calculations concern only the months of Nov – Dec 2020.

Evolution of e-pass Subscribers





PART
03

**TRAFFIC
MANAGEMENT**
& ROAD SAFETY

01 | TRAFFIC MANAGEMENT

Toll Queuing (excluding 90 hours with heaviest traffic, incidents, full-open)

Toll queuing durations (all incidents over 2 minutes long with more than 8 vehicles in every opened lane) are recorded and thereafter adjusted in three ways:

- (a) Transitory 15-minute periods during which the average waiting time per vehicle is below 2 minutes are removed.
- (b) It is also checked whether the traffic jam took place, during the 90 hours of heaviest traffic in each direction, as recorded by the toll system. These top 90 hours are updated on a monthly basis. Hence, some cases that were not included in this second adjustment during previous months may re-appear in subsequent months.
- (c) It is also checked whether the traffic jam took place (a) as a result of an incident or (b) when all available lanes were open or (c) when the initial flow per lane in jammed direction was greater than 250 vehicles/ hour.

The maximum Toll queuing is fixed by contract in the operation agreement signed between the operator and the concessionaire.

KPI 1 - Maximum Queuing Time: 2 minutes

January	0h 00min	July	0h 00min
February	0h 00min	August	0h 00min
March	0h 00min	September	0h 00min
April	0h 00min	October	0h 00min
May	0h 00min	November	0h 00min
June	0h 00min	December	0h 00min

Time of Intervention (traffic accidents)

The maximum Time of Intervention is fixed by contract in the operation agreement signed between the operator and the concessionaire.

	FIRE OUTBREAK INCIDENTS: maximum 3 min	TRAFFIC ACCIDENTS First Aid Action Required: maximum 4 min	TRAFFIC ACCIDENTS with Application of Temporary Signing Needed: maximum 5 min
January	No events	No events	One intervention / within KPI
February	No events	No events	No events
March	No events	No events	No events
April	No events	No events	No events
May	No events	No events	No events
June	No events	No events	No events
July	No events	One intervention / within KPI	No events
August	No events	No events	No events
September	No events	No events	No events
October	No events	No events	One intervention / within KPI
November	No events	No events	No events
December	No events	No events	No events

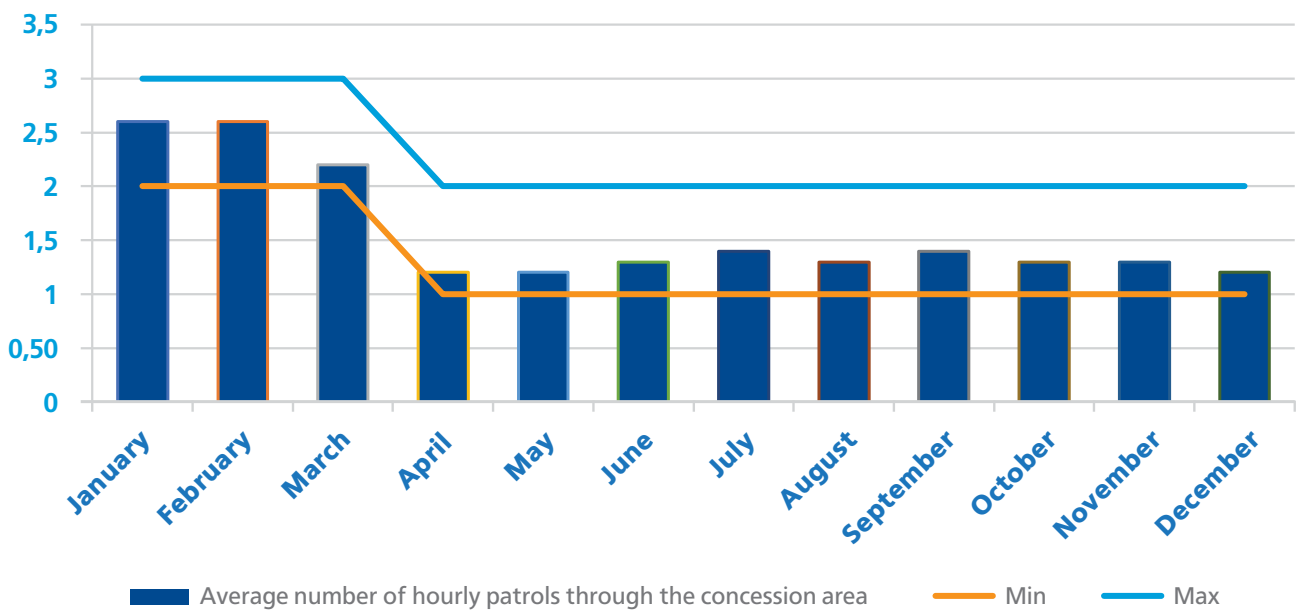


02 | PATROLLING

The following graph presents the **average number of patrols for 2020**. The target of number of patrols is between 2 and 3 per hour.

Since 18/09/2020 and due to COVID 19 pandemic, the patrolling has been reduced to, at least, 1 per hour.

Average Number of Hourly Patrols 2020

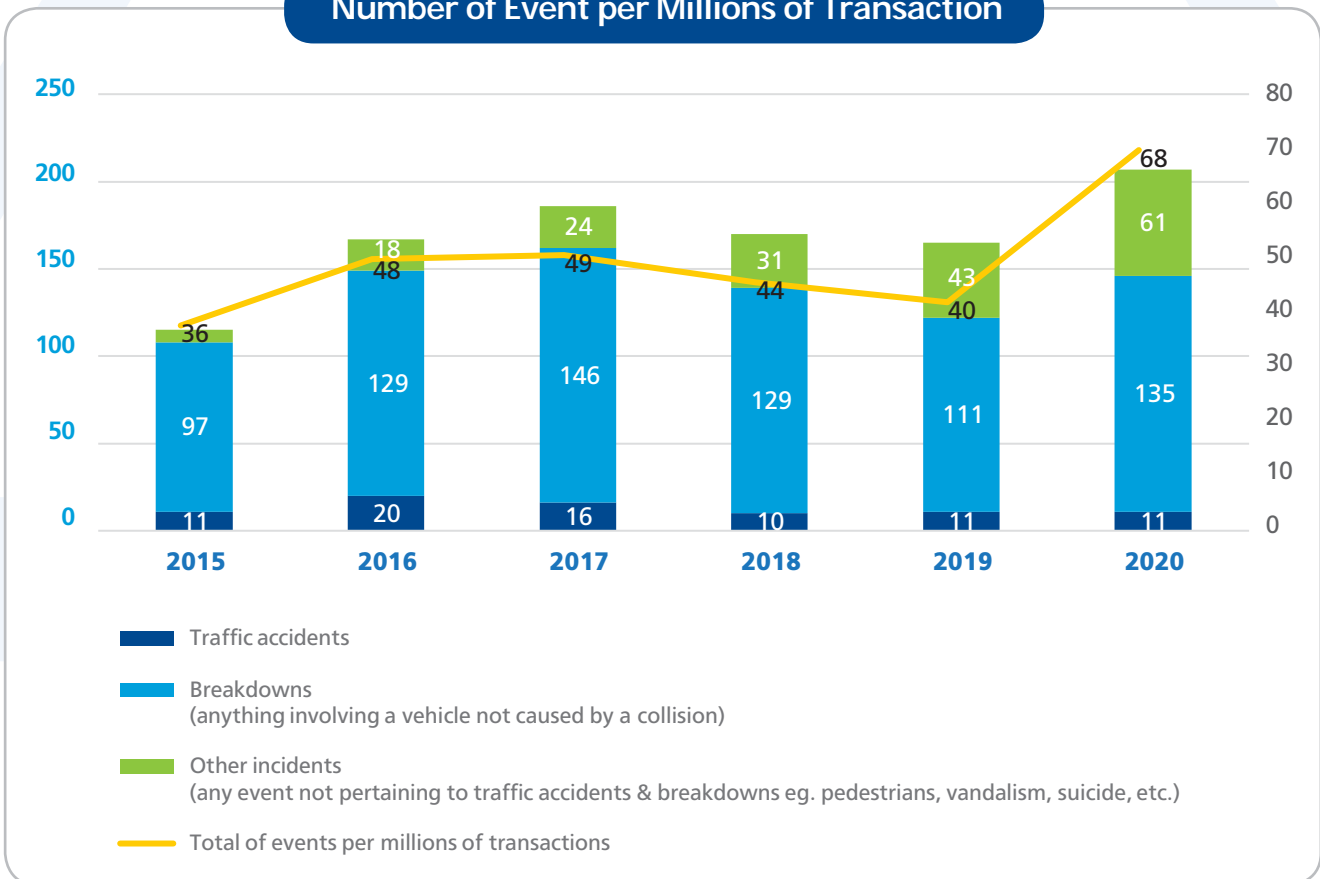


03 | ROAD SAFETY

In 2020 we had a total of 207 traffic incidents. The breakdown of incidents per category are presented in the following graph:

Number of Accidents / Breakdowns / Incidents &

Number of Event per Millions of Transaction



Other incidents include cases of pedestrians, vandalism, suicide, live or dead animals' collection, obstacles collection, minor spills etc.

In 2020, we introduced a systematic reporting of minor incidents at the toll plaza (i.e. small leaks of oil or other liquids in the toll lanes), in order to have more analytical data. This detailed analysis had an impact on the data of 2020 in comparison to the data available from the previous years.

Accident - Incident Detailed Analysis

For the detection of the incidents, the following sources were used:

- a) Directly – manually by operator's staff (Traffic Safety Officers, Control Center staff, Toll Collectors).
- b) Reports by users.
- c) Automatic Incident Detection (AID).

In the following tables, the column "CATEGORY" shows the number of light or heavy vehicles involved in an incident or accident and not the number of incidents that have occurred. The number of incidents or accidents is given as a total in the column on the left which refers to the specific year that is being monitored and reported.

	CATEGORY		DETECTION					ASSISTANCE		LOCATION				
	2020	LV	HV	ERT	PATROL	AID	OTHER	LV	HV	RION - M1	M1 - M2	M2 - M3	M3 - M4	M4 / PLAZA / ANTIRION
Tyres	17	14	3	1	9	4	3	4	2	0	3	1	0	13
Fuel	6	6	0	2	1	2	1	6	0	0	2	0	2	2
Mechanical	109	96	13	0	56	20	33	89	9	13	2	5	8	81
Other (lights, loose load, etc.)	3	1	2	0	2	0	1	0	0	1	0	0	1	1
Collision With Vehicles	5	5	0	0	3	0	2	0	0	0	0	0	0	5
Other Collision	6	3	3	0	1	1	4	2	0	0	0	0	0	6
Toll lane Incident	11	7	4	0	3	0	8	0	0	0	0	0	0	11
Fire Outbreak (if origin)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equipment Failure	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Incident With Pedestrian	3	0	0	0	0	2	1	0	0	2	0	0	0	0
Abnormal Weather Event	13			0	0	0	13							
Demonstration	0			0	0	0	0			0	0	0	0	0
Special Convoy incident	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hazmat Incident	3	0	0	0	1	0	2	0	0	0	0	0	0	3
Malicious Act	3	0	1	0	1	0	2	0	0	0	0	0	0	2
Other	28	6	3	0	8	3	17	1	0	11	2	1	2	13
Total	207	138	29	3	85	32	87	102	11	27	9	7	13	137





PART 04

MAINTENANCE
& TECHNICAL SUPPORT

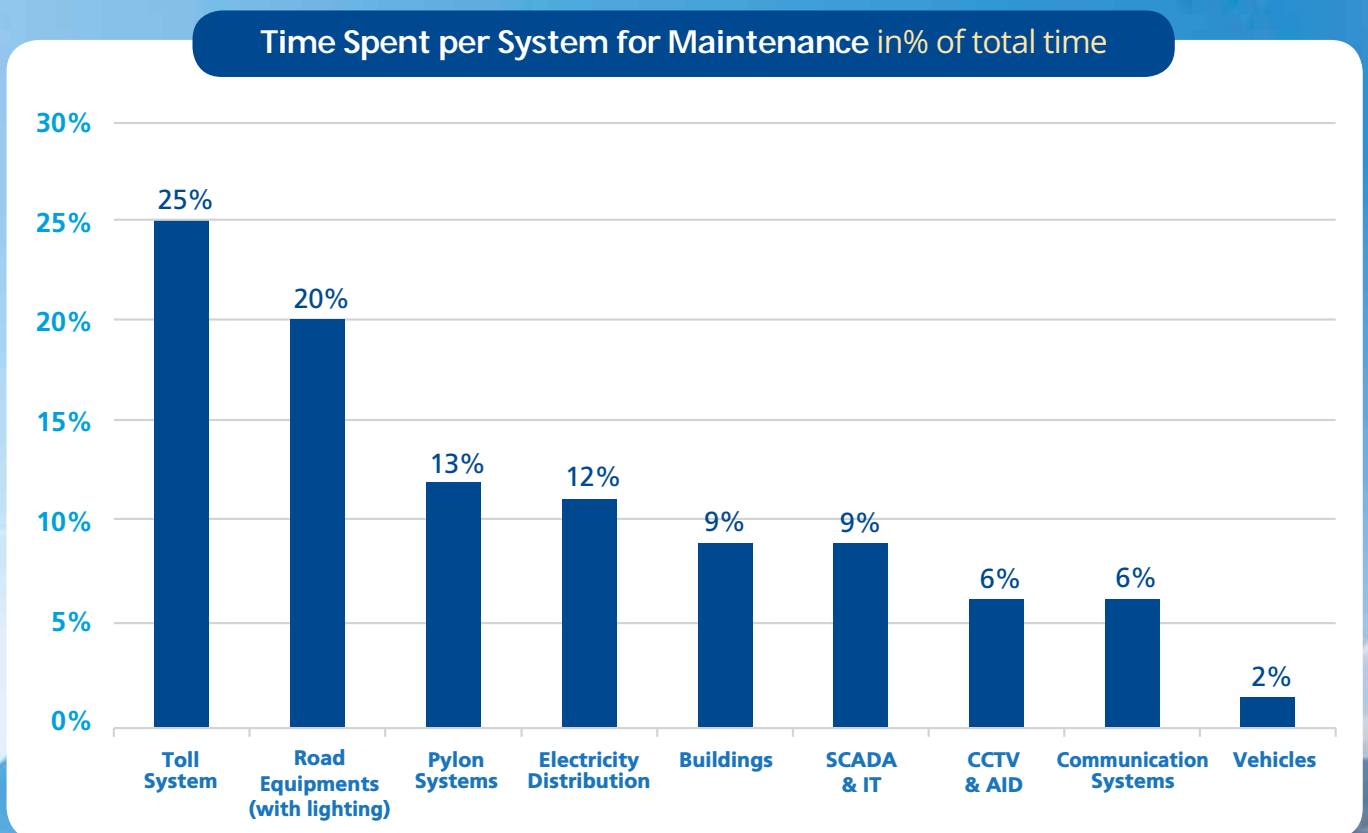
Maintenance works form an integral part of the daily activities of the Operator and are divided into two categories:

- ▶ Preventive maintenance works, including inspections and repairs where needed
- ▶ Corrective maintenance works for the repair of damages / failures

In 2020, there were 319 preventive maintenance visits carried out.

The planning of preventive maintenance is designed to fully respect the maintenance manual agreed with the concessionaire.

The time spent per system for maintenance (in% of total time) by the internal team and our subcontractors is presented in the following chart:



Further to the operational activities, the Operator supports the Concessionaire, by preparing functional specifications, performing design reviews for operational matters (buildings, tolling system, motorway management system, traffic arrangements etc.) and other inventories/ reports on infrastructure matters.

Moreover, based on the general assessment of each system, the operator prepares a heavy maintenance plan for the equipment and system under his monitoring.



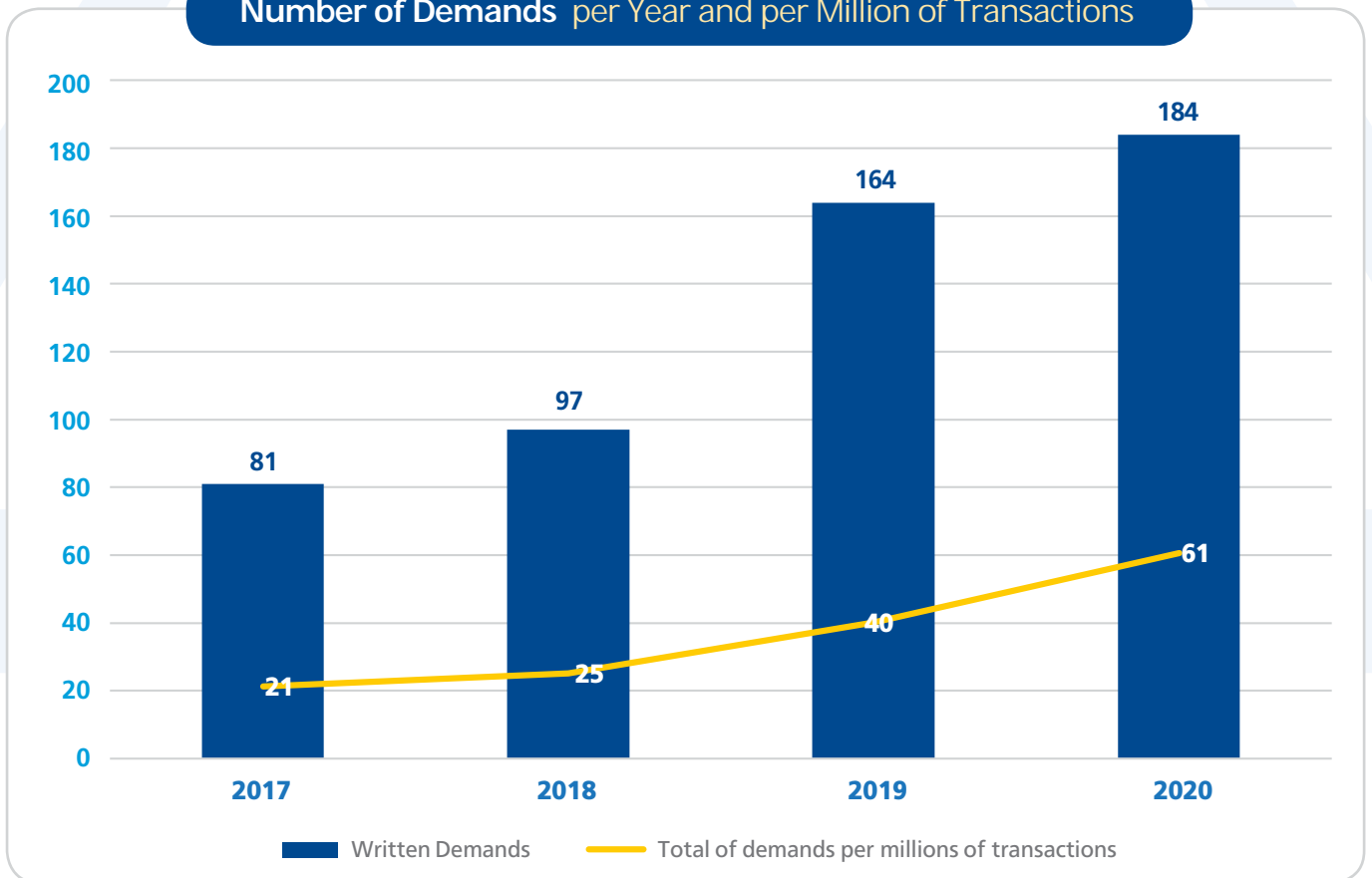
PART 05

**CUSTOMER
SERVICE**

01 | CUSTOMER DEMANDS

In 2020, Customer Service received a total of 184 demands for various issues, which were answered in an average of 1.9 working days.

Number of Demands per Year and per Million of Transactions



In 2020:

- 184 written demands received, answered within 1,9 working days
- 93,000 incoming calls for various reasons

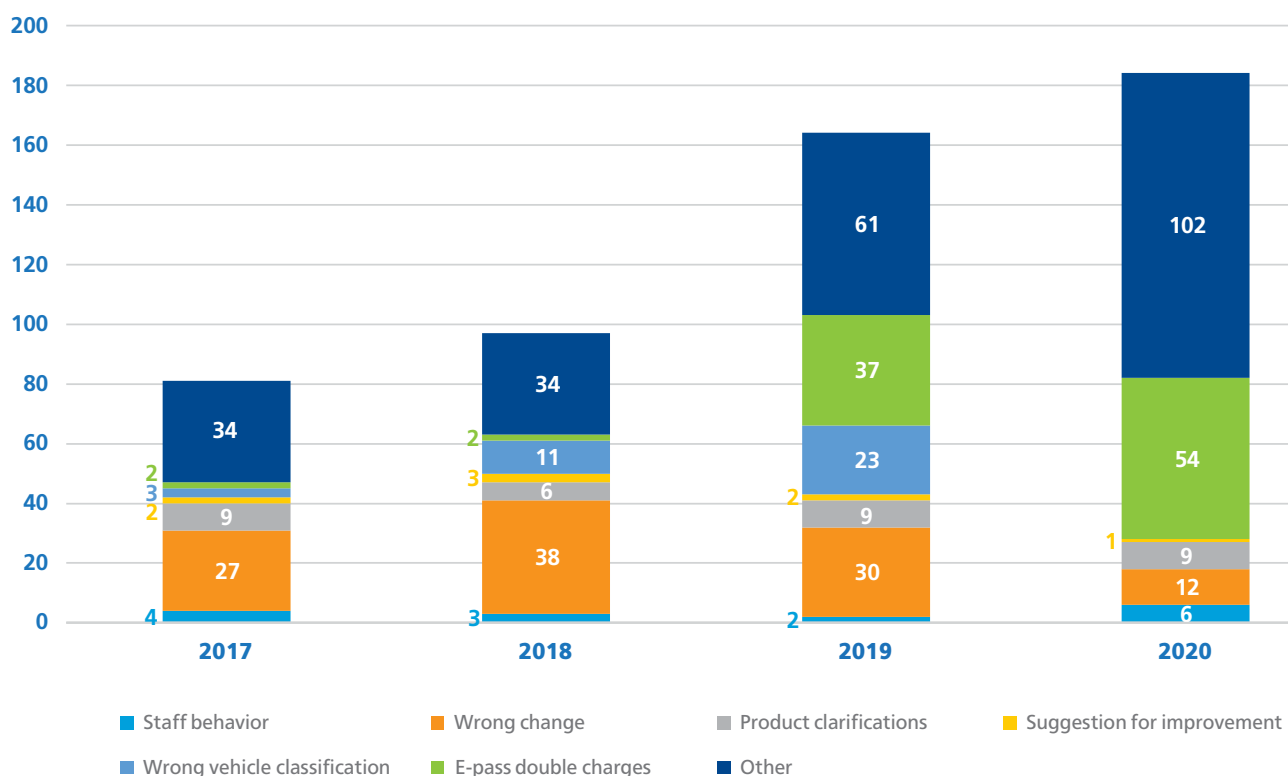
7.1% of the demands were about wrong change, while 30.4% were related to cases of double-charges in crossings through electronic lanes. The remaining demands concerned issues such as: clarifications regarding the usage of discount products, vehicle categorization, toll charges on other motorways, wrong charges on bank cards, clarifications on written correspondence (i.e. non-payment letter reminders) and so on.

The majority of these types of demands is mainly due to the increasing number of e-pass subscribers and the increasing usage of tags in all of the Greek motorways network.

TYPE OF DEMANDS	2017	2018	2019	2020
STAFF BEHAVIOR:	4	3	2	6
WRONG CHANGE:	27	38	30	12
PRODUCT CLARIFICATIONS:	9	6	9	9
SUGGESTION FOR IMPROVEMENT:	2	3	2	1
WRONG VEHICLE CLASSIFICATION:	3	11	23	0
E-PASS DOUBLE CHARGES:	2	2	37	54
OTHER:	34	24	61	102
TOTAL:	81	97	164	184

It is worth noted that due to the increasing numbers of double charging cases on ETC lanes, a modification of the system was requested from the toll provider in order to resolve the issue. It is expected to be installed in lanes within 2021.

Type of Written Demands





During the same period, the call center received more than 93,000 incoming calls covering various issues, such as provision of information on products and services, reloads of e-pass accounts, information on weather conditions, etc.

Suggestions for Improvements on Online Services

Due to the pandemic there was an increased interest from **e-pass subscribers to manage their account online**, via the website www.gefyraepass.gr or the mobile app **MyGefyra**.

The increased usage lead to some suggestions for improvements, mostly about the app, where currently the options are limited to: view the account balance and reload the account.

The suggestions for expanding the app's possibilities, included:

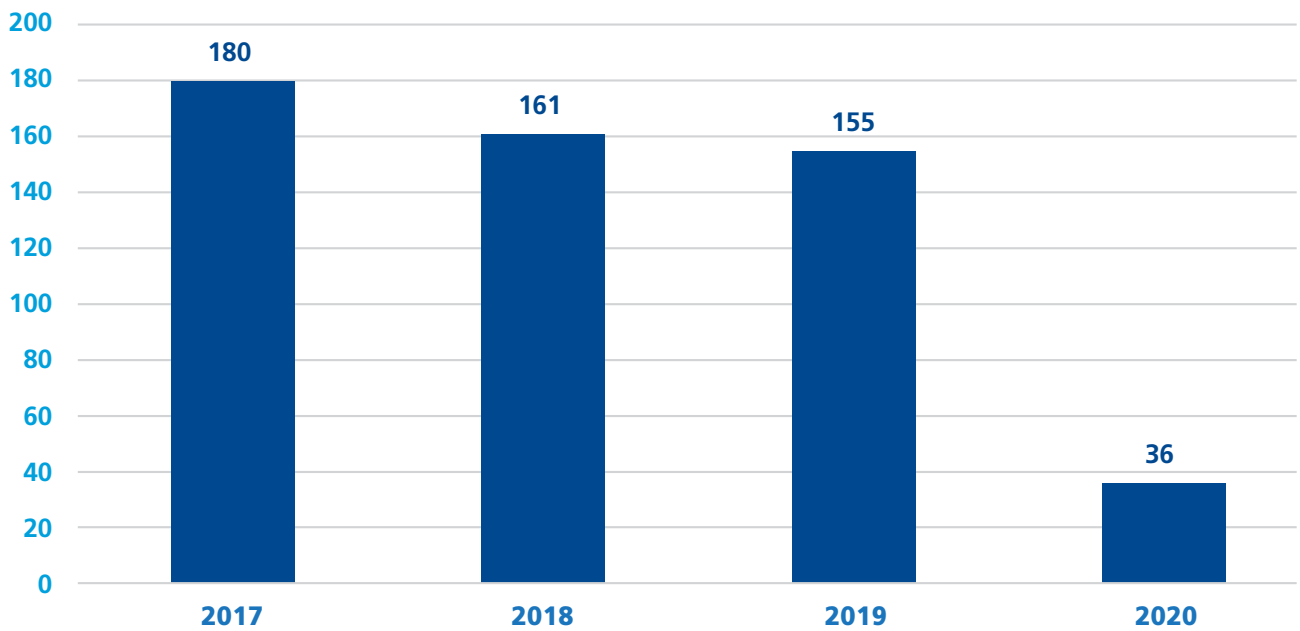
- ▶ Ability to see the history of crossings and reloads.
- ▶ View and download monthly invoices.
- ▶ View the price of the next crossing, according to the discount scale of the scheme.
- ▶ Receive notifications on traffic issues, road incidents or other information related to their account.

The above suggestions were received during phone conversations with customer service representatives or during transactions made in manual lanes.

02 | VISITS

During the year, **the Exhibition Center hosted 36 scheduled visits** and **welcomed more than 1,802 visitors**, while it remained closed for a total of 7 months due to the pandemic.

Number of Visits Per Year



03 | MARKETING & PROMOTIONAL ACTIVITIES

Contactless Transactions

In an effort to reduce the physical transactions in lanes and in customer service, e-pass subscribers were reminded of the benefits of managing their account online through the dedicated website or the mobile app.

Through a series of communication activities including mass emails, distribution of leaflets from the tolls and calls from customer service representatives, the reload of e-pass accounts through the web was increased from 48% in March to 59% in December, while at the same time, the reloads in lane went from 47% to 35% for the same period.

Reload of E-pass Transactions			
	LANE	CUSTOMER SERVICE	WEB
January	55%	6%	39%
February	53%	6%	41%
March	47%	5%	48%
April	41%	4%	55%
May	45%	5%	50%
June	42%	6%	52%
July	40%	7%	53%
August	40%	8%	53%
September	42%	6%	52%
October	41%	6%	53%
November	37%	6%	57%
December	35%	6%	59%



Promotion of Aller - Retour on Tag

In August, a series of promotional activities were carried out in order to promote the **Aller - Retour on tag product**, highlighting the advantages of its use in relation to the corresponding product of the card.

For this reason, a promotional company distributed leaflets at the toll plaza during 3 consecutive weekends, while at the same time a promotional electronic poster was placed on advertising screens, in a popular location in the center of Patras, where they were visible to vehicle traffic and pedestrians.

Following the promotional activities, we ended the year with 229 subscriptions to this product.





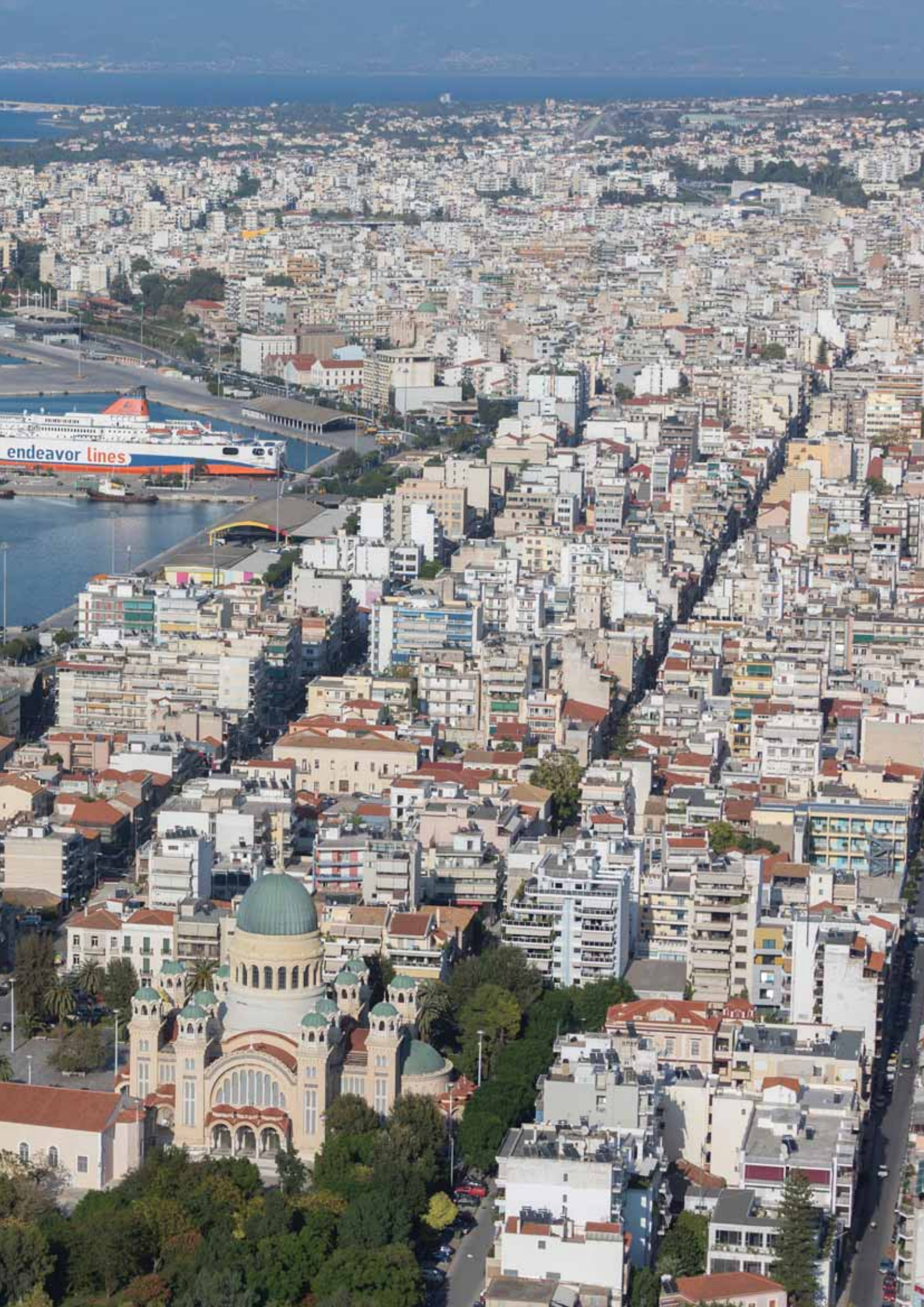
Introduction of Tags for KTEL Buses

In an effort to provide faster crossings for KTEL buses, but also to reduce the number of transactions in manual lanes, **the KTEL PASS on tag product was launched, replacing the cards used by the buses with tags.**

With the use of tags, KTEL buses can perform crossings from the electronic e-pass lanes at the toll plaza of the Bridge, and in addition, use the same tag to perform crossings from the electronic lanes of the rest of the Greek motorways.

KTEL Aitolokarnanias, which makes the highest number of crossings on a daily basis, was the first KTEL to use this product and in November informed us that they will use exclusively the Gefyra tag to cross from all other motorways.

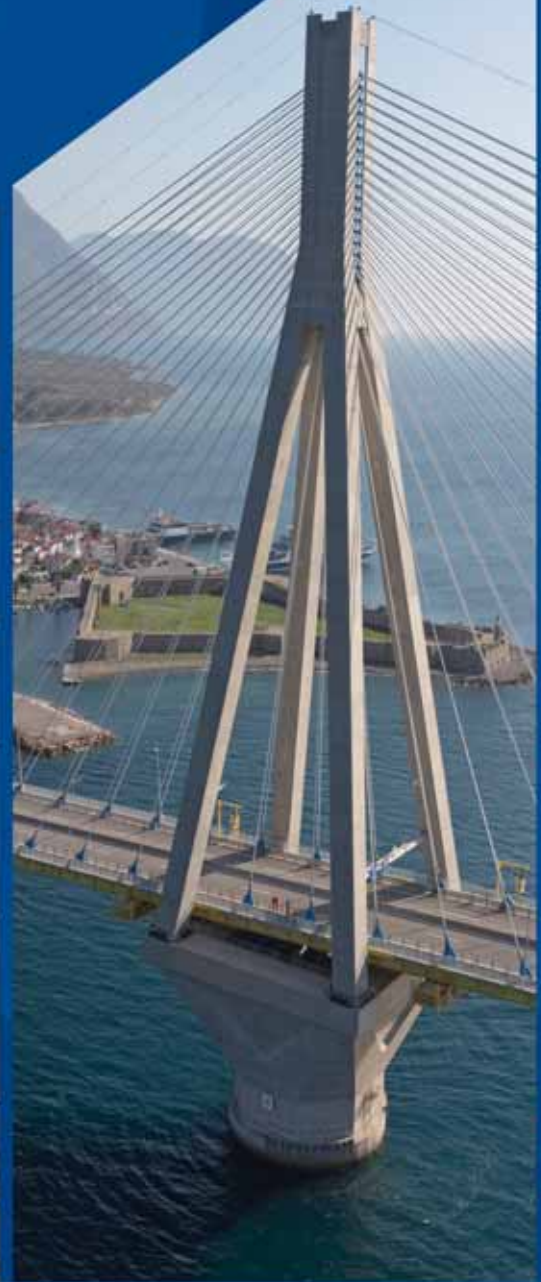






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