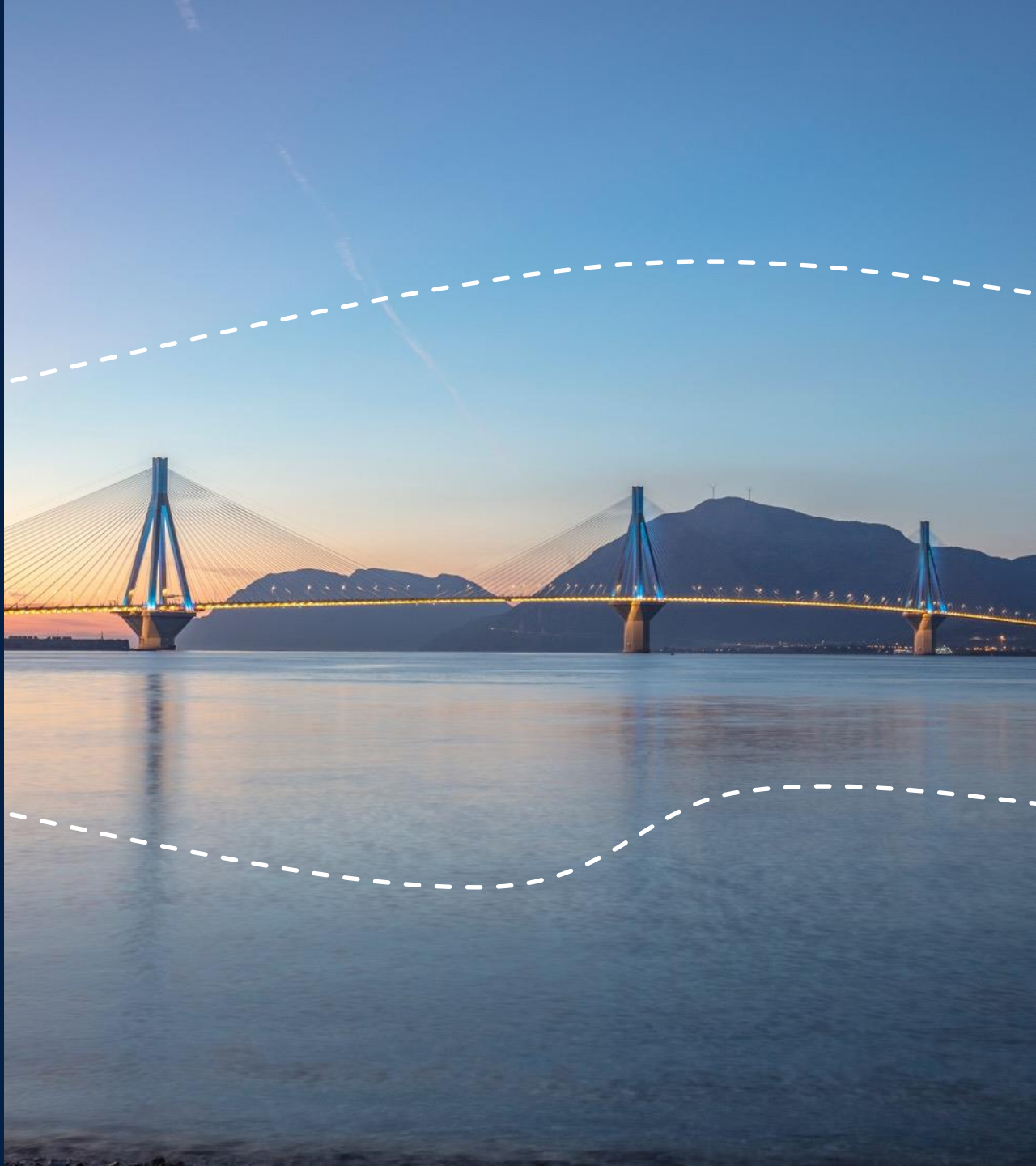


ANNUAL OPERATION REPORT 2023


**RIO-ANTIRRIO
BRIDGE**

POWERED BY **VINCI**
HIGHWAYS 



P R E F A C E

2023 was the 19th operation year of Gefyra. The long experience of the Operator's personnel has set up a solid base for the provision of high-quality services, welcoming more than 77 millions drivers (transactions) from the opening of the infrastructure.

In 2023, the overall traffic continued showing a return to a certain normality (compared to pre-COVID situation) and presented a quite significant increase (+10,82%) compared to 2022, mostly driven by elections periods and impact of storm Daniel.

Last year kept confirming the trends towards ever more electronic tolling transactions:

- ETC penetration continues steadily, reaching thus 41% of the total annual transactions (+2% compared to 2022).
- Payment with our webservice reaches 33% (+1% compared to 2022) of the total revenue.

Pertaining its management systems, Gefyra Litourgia received, once again, successfully the surveillance audit regarding the ISO standards 9001:2015 (Quality), 14001:2015 (Environment) and 45001:2018 (Occupational Health and Safety). And, following first steps accomplished in 2022, our commitment to environmental protection was expanded to the entire scope of the Project, which demonstrated a global non-hazardous waste diversion rate exceeding 79%, in line with our common goal of achieving more than 90% waste diverted from landfills by 2030.

Last but not least, in addition to our continuous focus on quality, safety and environment aspects related to our Operation & Maintenance services, for the year 2024, which represents a key milestone for our company that will celebrate its 20 years anniversary, the Company will keep mobilizing its resources to provide more positive mobility to our users, act tangibly to enhance our performances and continue working towards our commitments:

- for the Planet
- for People
- for Prosperity
- for Safety
- for Innovation

Thomas Lamothe
Managing Director and
General Manager

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Highlights 2023

In January: Application of pricing policy for the aller-retour card (aller-retour on tag remained the same) and for e-pass program for cat. 2,3,4,5&6.

In February: Completion of the conversion of 2 manual lanes to ETC.

In March: Anti-suicide committee: Gefyra organized an open meeting on 11/3/23 with various key stakeholders, including the local authorities, in order to start the dialogue on what further measures and initiatives can be taken to eliminate suicides from the project.

In March: Covid-19 measures: Lifting of Covid-19 restrictive measures, as of 27/3/2023.

In April: The new e-pass product "Ergasia pass" for everyday users of the Bridge was activated on the 1st of April.

In May: Blood donation was coordinated by the trade union in co-operation with the University Hospital of Rion.

In May: On the 21st of May the national elections were carried out in Greece.

With a ministerial decision toll payment was suspended for a period between 20/05 until 22/05 for vehicle cat. 1 and 2. Also, the judicial representatives were exempt from the toll fares for a period between 18/5 up to 22/5.

In May: For the 5th consecutive year VINCI Concessions / VINCI Highways organized the **Safety week** between the dates 22/05 - 26/05. Employees participated in a variety of workshops, trainings and presentations aiming to remind us the importance of safety at work but also to encourage the share and exchange of best practices and experiences from the Group's projects. This year's objective was to intensify our efforts towards zero accidents, by integrating more our subcontractors and partners into our processes, and globally increase our common safety culture.

In June: Blood donation was coordinated by the trade union in co-operation with the University Hospital of Rion.

In June: On the 25th of June the second round of national elections were carried out in Greece.

With a ministerial decision toll payment was suspended for a period between 24/06 up until 26/06 for cat. 1 and 2.

Also, the judicial representatives were exempt from the toll fares for a period between 22/6 to 26/6.

In July: (1/7/2023) The 10hrs Aller-Retour "MAZI" discount card as well as the Aller-Retour tag were activated.



In July: During 17/7 and 18/7, forest fires in Attica and Corinth region caused interruption on the network of Olympia Odos due to proximity. Consequently, this had an impact on the traffic to/from the bridge.

In August: (17/8/2023) an incident on Olympia Odos motorway had an impact on the network. Specifically, an incident with fire on a tanker truck in Attika region, forced closure of the motorway in both directions

In September: "Daniel" weather phenomenon: Due to the problems caused by the storm "Daniel" on a large part of the road network, the Ministry of Infrastructure & Transport decided to temporarily suspend the collection of tolls on the Bridge and others motorways to facilitate the movement of people and goods. The suspension of tolls began on 9/9 for all vehicle categories and lasted until 20/9, with certain vehicle categories exempted in the interim.

In September: 22/9/2023 was VINCI's Environment Day. Staff had the opportunity to participate in events where the company presented the initiatives already implemented, as well as the environmental goals for the next period. As part of the day, a symbolic cleaning of the area around the Operations building in Antirrio was also organized, collecting more than 31 kg of recyclable materials and approximately 62 kg of general waste.

In September (30/9/2023): Gefyra open day was held giving the chance to stakeholders to visit us and see first-hand how we operate and maintain the bridge. The visit included a tour to the Control Center and at the M4 pylon.

In October: National Customer Service Week.

In November (24/11/2023) : The Head of Service of D17 visited the project.

In December: Gefyra Litourgia received external auditors for the 2nd surveillance audit regarding the ISO standards 9001:2015, 14001:2015 and 45001:2018.

In December (5/12/2023): A voluntary blood donation at Gefyra's exhibition area was organized by the Employees Union.

Other events...

Road safety incidents:

- 9 traffic accidents with property damage only
- 4 traffic accidents with injuries

Strong wind events:

- 12 events occurred with a total duration of 114 hours.

Ferry operation:

- 18 ferry closures took place, out of which 9 were due to strong winds and 9 due to other factors.

2023 Key figures

1.

Traffic:

AADT 2023 = 12253 veh/jr (+11% compared to 2022)

LV: 86% of the total traffic

HV: 14% of the total traffic

2.

Customer service survey:

- **51%** of customers were very satisfied with their visit
- **73%** of customers were very satisfied with the employees.
- **94%** of customers reported that they received all the information they required from this visit.

3.

Environment:

- **-28%** of fossil energy use compared to 2018
- **66%** of our operating waste has been recovered into energy or materials
- **0.0 kg/km** pesticides products used for maintenance

HISTORY

2004	August	Completion of the project / delivery to the public
2005	April	Launch of Gefyra e-pass
2011	December	Start sending electronic invoices via email to e-pass subscribers
2013	March	Launch of Interoperability
2015	January	Installation of POS in each lane Initiation of company's IMS (Integrated management system)
	June	Announcement of Capital Controls
	July	Referendum: free crossings during the voting
2016	January	Launch of B2B e-pass program, for managing big fleets
	April	Beginning of "Positive Aura" program, to enhance the skills of front-line staff
	June	Cancellation of monthly multi-crossing card
	July	Launch of discount e-pass scheme for buses
2017	February	Cancellation of weekly multi-crossing card
	March	Launch of KTEL Pass as a subscription product
	April	Continuation of "Positive Aura" seminars Start of works for the connection to Olympia Odos and Ionia Odos
	June	Completion of works for the connection to Olympia and Ionia Odos
	July	Launch of discount policy for AmEA
	October	Launch of the mobile app "Gefyra e-check" for e-pass subscribers
	December	Launch of Health Card product
2018	January	GDPR introductory seminars
	May	Implementation of GDPR framework
	December	Completion of our company's IMS (Integrated management system)
		Triple certification ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007

2019	May	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	Installation of new back office software
		Launch of online services and updated mobile app
		Launch of online payments
2020		National & local elections: free crossings during the voting
	March	Covid-19 outbreak
		Exhibition center closure due to Covid-19
		Promotion of on-line services
	April	Reduction of customer services opening hours
	May	Minimum reload of e-pass for cat.2 in lane changed (from 25€ to 40€)
		Creation of product allowing free crossing for staff of hospital
	June	Activation of cat.2 "Aller-retour" on tag
	July	Launch of KTEL PASS on tag
	November	Nea & Kentriki odos, Ionia odos and Egnatia odos joined the GRITS network
2021	May	Lift of the national curfew (lockdown) for interstate travel
2022	October	Participation in the National Customer Service Week, by organizing a "behind the scenes" visit to selected e-pass customers.
	March	Website update with addition of new tools (traffic forecast and weather widget) and information on tips and advice for safe driving
	June	Launch of digital campaign to promote the summer discount product Aller – Retour on tag aiming to increase subscriptions

01

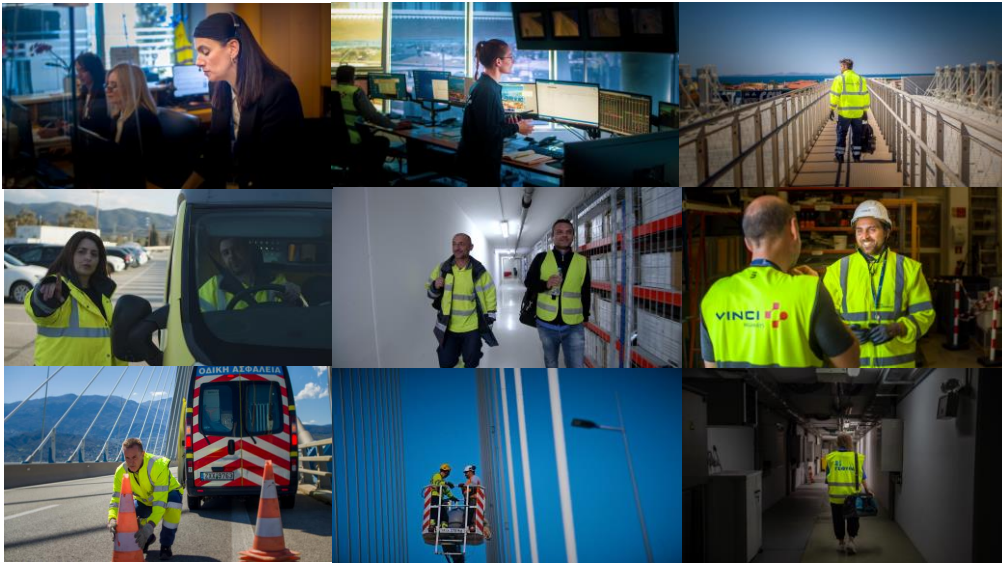
General Organization of the Operator

1. Human Resources
2. Occupational Health and Safety
3. Environment
4. Quality

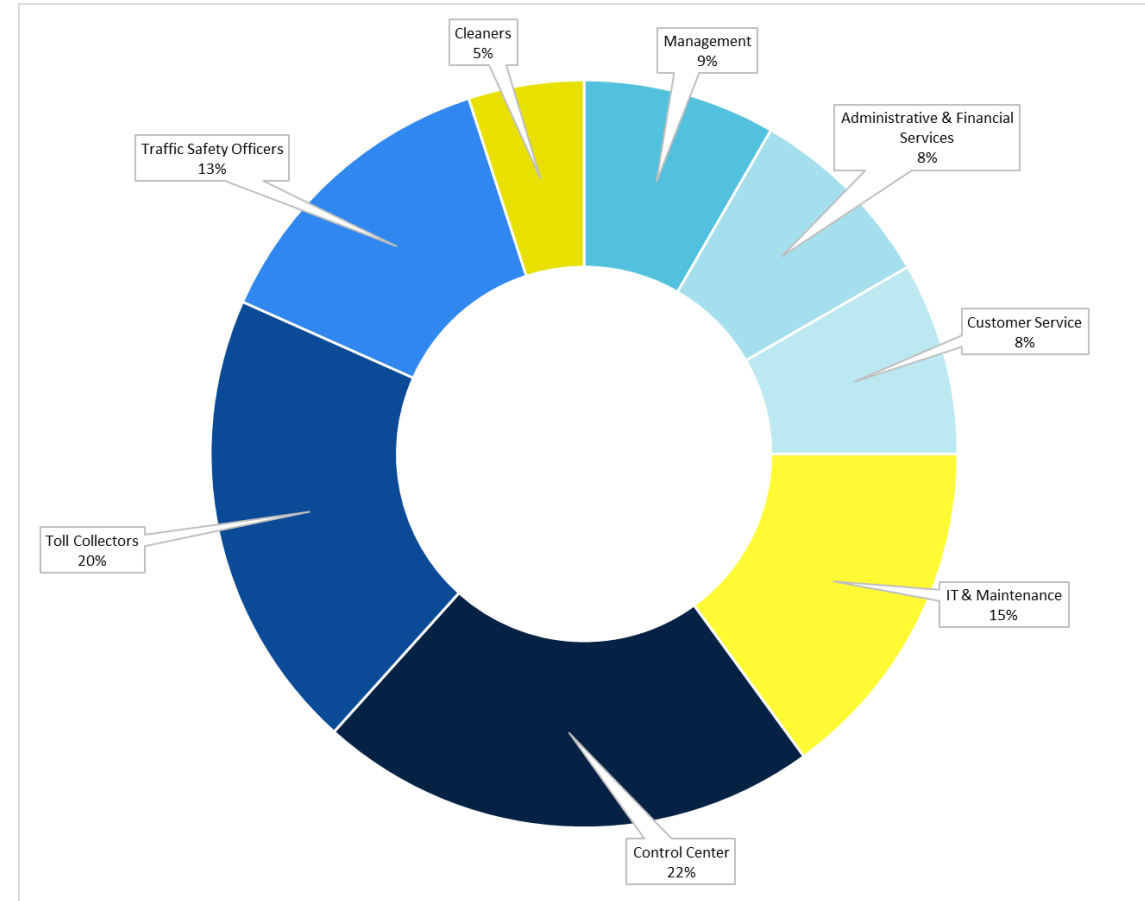
1. HUMAN RESOURCES

The total number of employees at the end of 2023 is 60, with 63% of them covering front line positions, such as toll collectors, customer service clerks etc.

43% of permanent staff is female and 57% male, with the majority (58%) belonging to the 41-50 age group.

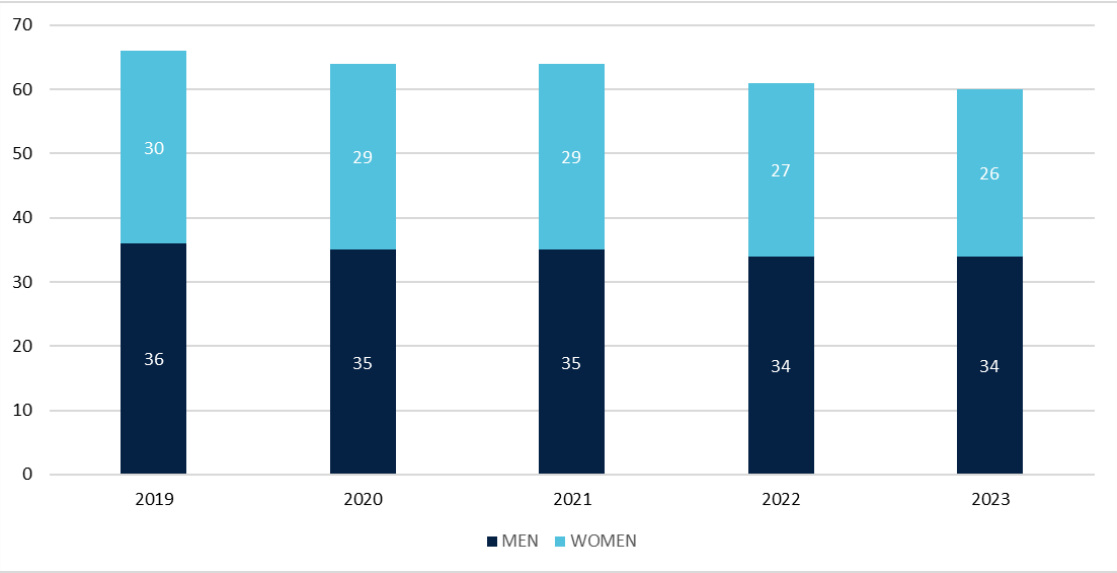


Head count 2023:

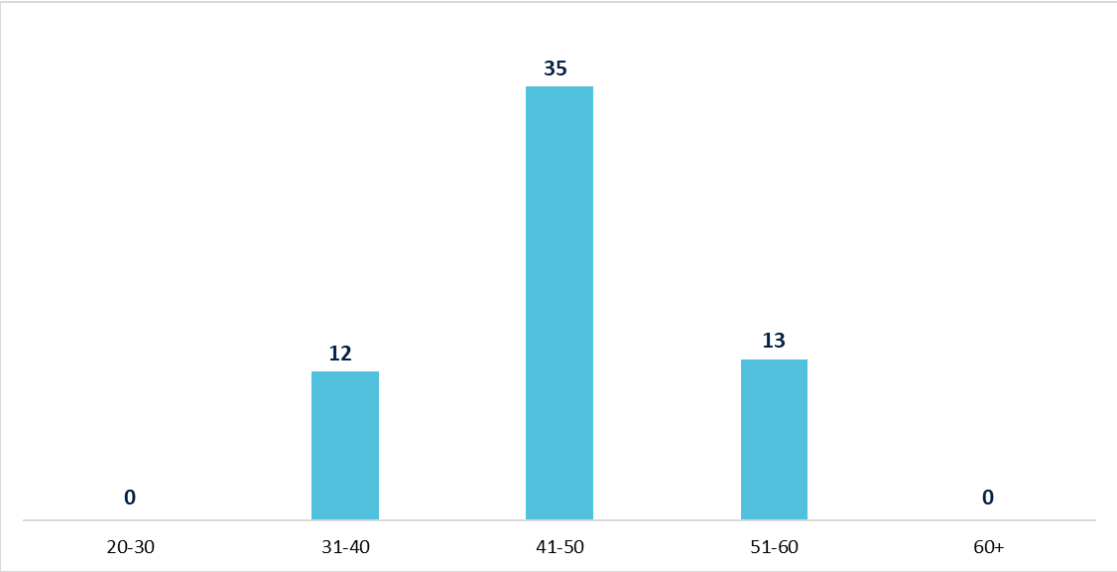


1. HUMAN RESOURCES

Evolution of Permanent Staff & Breakdown by Gender



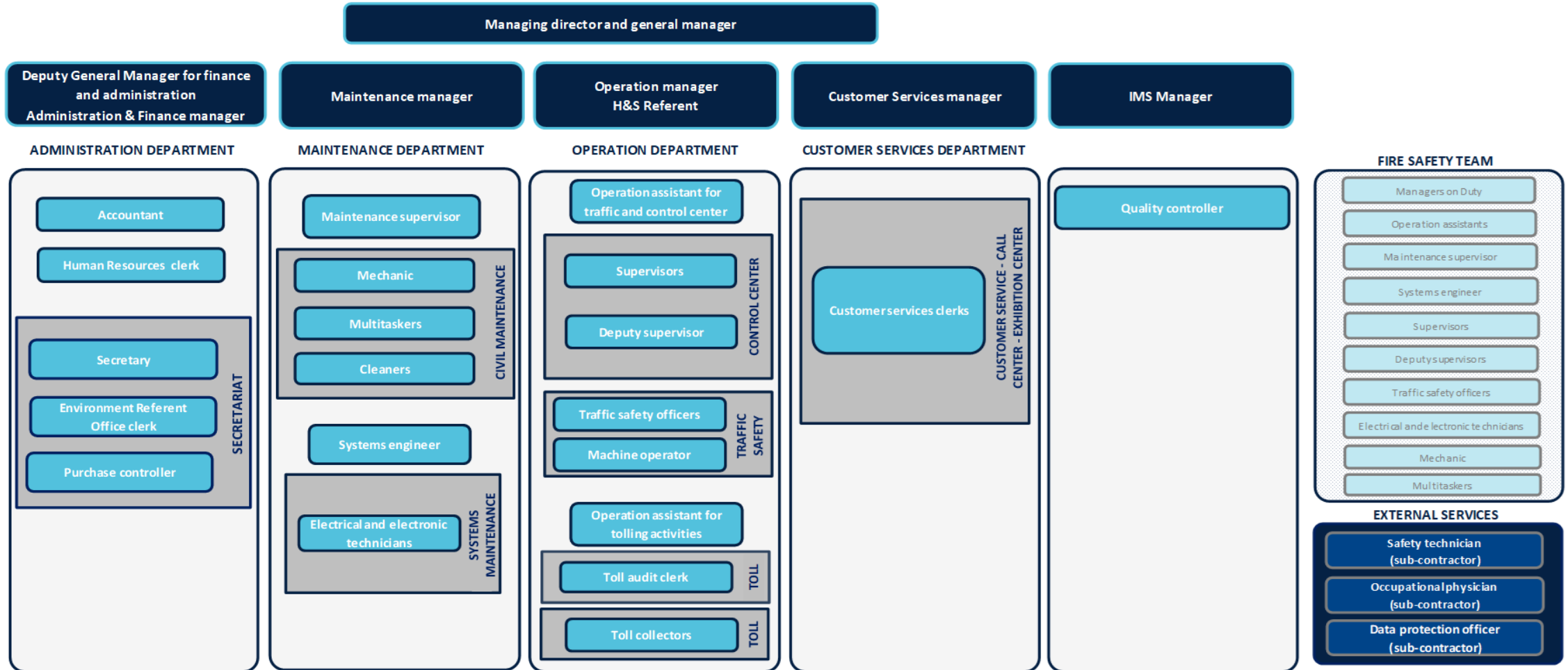
AGE 2023



Evolution - Number of permanent position (31/12)		EFT seasonal
2019	66	7,67
2020	64	3,81
2021	64	4,26
2022	61	8,58
2023	60	12,96

1. HUMAN RESOURCES

Organizational chart



2. OCCUPATIONAL HEALTH & SAFETY

Integrated Occupational Health & Safety Management system

Occupational Health and Safety is a priority for GLSA 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 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.



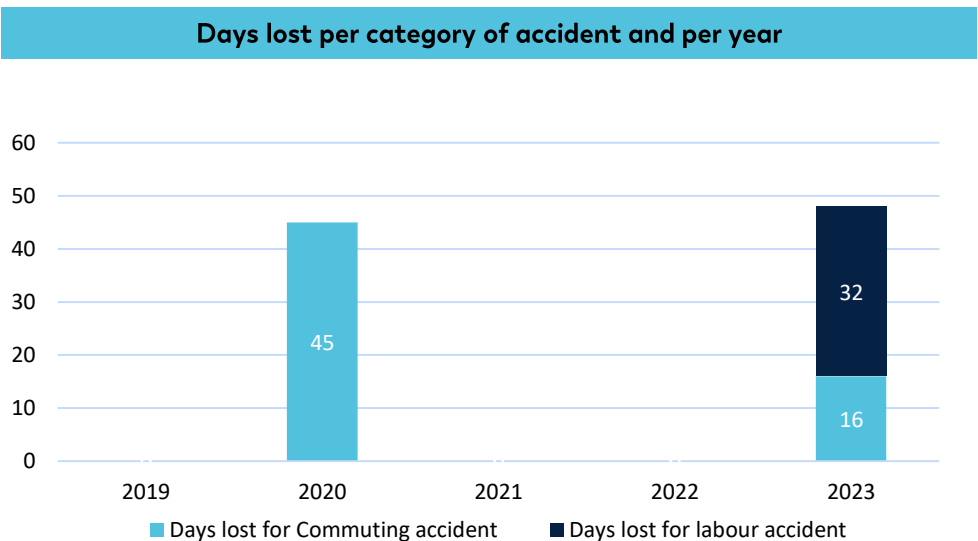
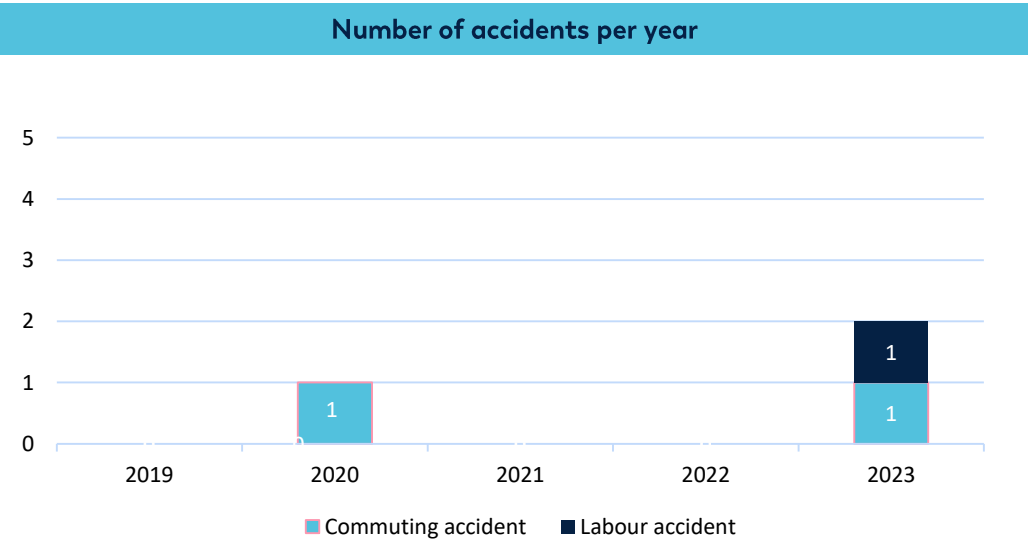
Since December 2018, GLSA's Occupational Health & Safety Management System has been certified, according to OHSAS 18001:2007, while in 2019 the certification was renewed according to the new ISO 45001:2018.

In 2023 we successfully received our 2nd surveillance audit.

2. OCCUPATIONAL HEALTH & SAFETY

Breakdown of Accidents

The following tables present the number of accidents, the lost workdays per year and per type and the frequency and gravity rate since 2019.

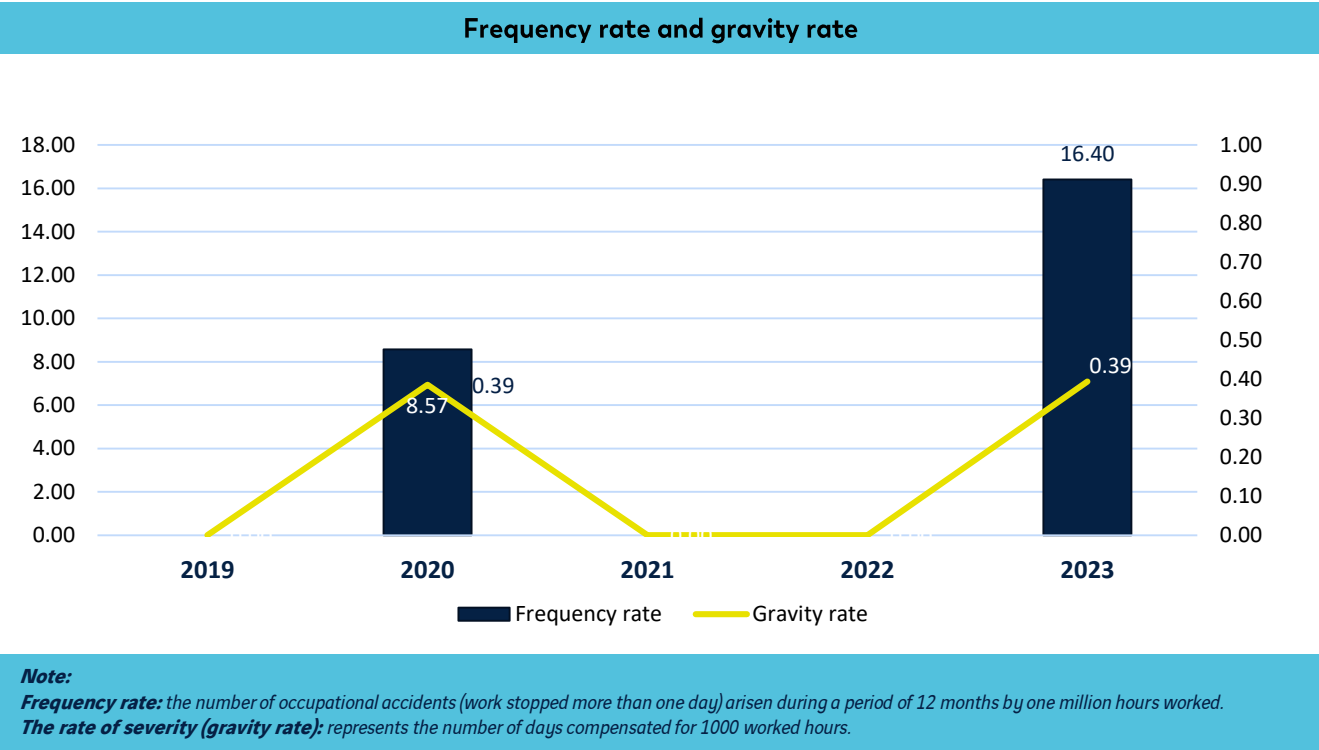


Commuting accident: A Customer service employee, after completing her shift and while walking from the Bridge (West) towards the KTEL bus station in Antirrio, lost her balance and fell on the road, hitting her left arm. She then went to the Rio Hospital, where the doctors found that there was an injury and put the hand in a cast.

Labour accident: During the removal of signing at the toll station and specifically the placement of a sign in the trunk of a patrol vehicle, a Traffic safety officer hit his left hand, injuring his index finger.

2. OCCUPATIONAL HEALTH & SAFETY

The following tables present the number of accidents, the lost workdays per year and per type and the frequency and gravity rate since 2019.



Analysis of OH&S accidents			
2023	Commuting accident	Labour accident	Lost hours
January	0	0	0
February	0	0	0
March	0	0	0
April	0	0	0
May	0	0	0
June	0	0	0
July	1	0	128
August	0	0	0
September	0	0	0
October	0	1	256
November	0	0	0
December	0	0	0
Total	1	1	384

2. OCCUPATIONAL HEALTH & SAFETY

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. The directions to the fire security team, through the radio communication system, were sufficient and precise. All employees evacuated the premises without delays (within two minutes).

Safety week

For the 5th consecutive year VINCI Concessions / VINCI Highways organized the **Safety week** between the dates 22/05 - 26/05. Employees participated in a variety of workshops, trainings and presentations aiming to remind us the importance of safety at work but also to encourage the share and exchange of best practices and experiences from the Group's projects. This year's objective was to intensify our efforts towards zero accidents, by integrating more our subcontractors and partners into our processes, and globally increase our common safety culture.



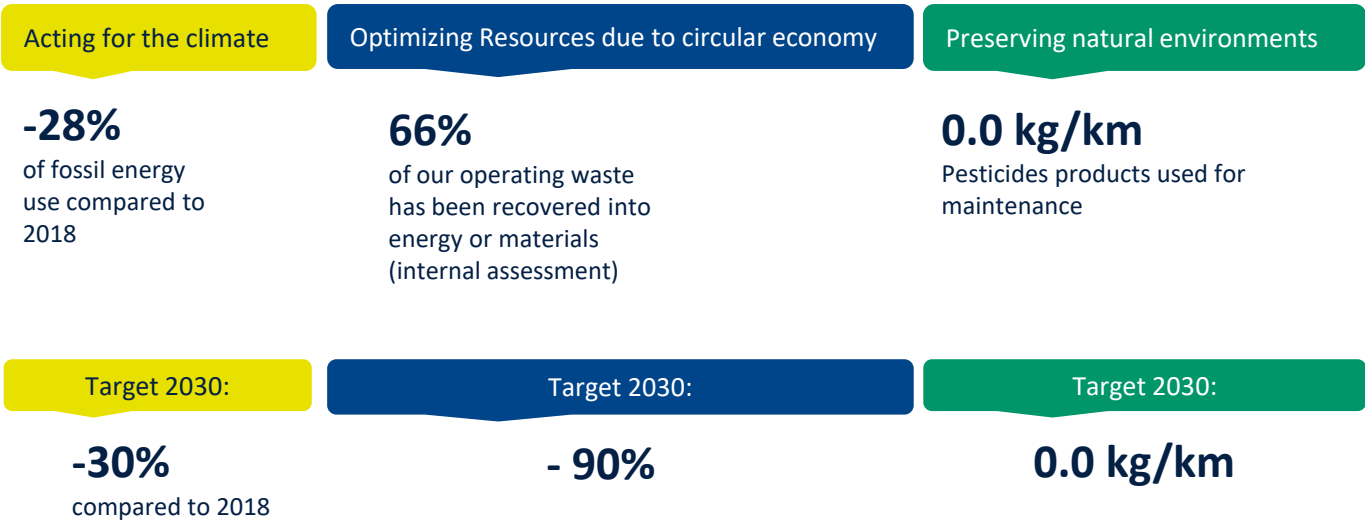
3. ENVIRONMENT

Responding to the climate emergency, Gefyra Litourgia is acting faster to reduce its impact, transform its businesses and create innovative solutions. We aim to play an active role in the ecological transition of living environments, infrastructure and mobility systems.

Aware of the responsibilities that go with our activities, but also of our capacity to make a positive contribution to this transition, Gefyra Litourgia has set itself a new environmental ambition looking to 2030, focused on three main areas:

- **Acting for the climate** - Gefyra Litourgia is acting to limit the consequences of climate change:
 - Reduce direct greenhouse gas
 - Reduce its indirect emissions by acting across the entire value chain.
 - Adapt structures and activities to improve their climate change resilience.
- **Optimizing resources** thanks to the circular economy - Gefyra Litourgia intends to limit its impact by moving towards a circular economy mainly improving waste sorting to ensure systematic waste recovery.
- **Preserving natural environments** - Throughout the project life cycle, Gefyra Litourgia entities must have as little impact as possible on natural environments, and must develop solutions to conserve ecological balance by:
 - Preventing pollution and incidents by systematically implementing an environmental management plan in all our business lines.
 - Optimizing water consumption.
 - Aiming to achieve no net loss of biodiversity.

OUR MAIN ACHIEVEMENT FOR 2023 ARE SUMMARIZED BELOW:



3. ENVIRONMENT

INTEGRATED ENVIRONMENTAL MANAGEMENT SYSTEM & CERTIFICATION

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 environmental 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 our contribution to society. In this framework, our company is bound to reduce constantly the negative impact on the environment, 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.



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

In 2023 we successfully received our 2nd surveillance audit.

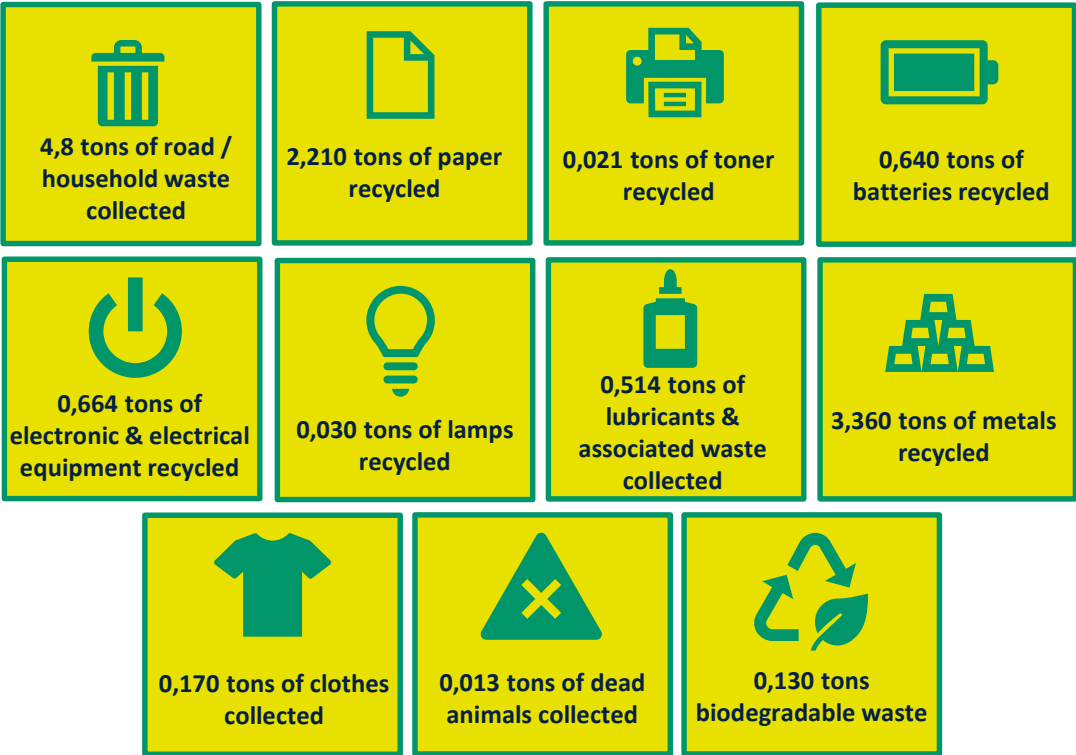
3. ENVIRONMENT

Waste management

The Company 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.

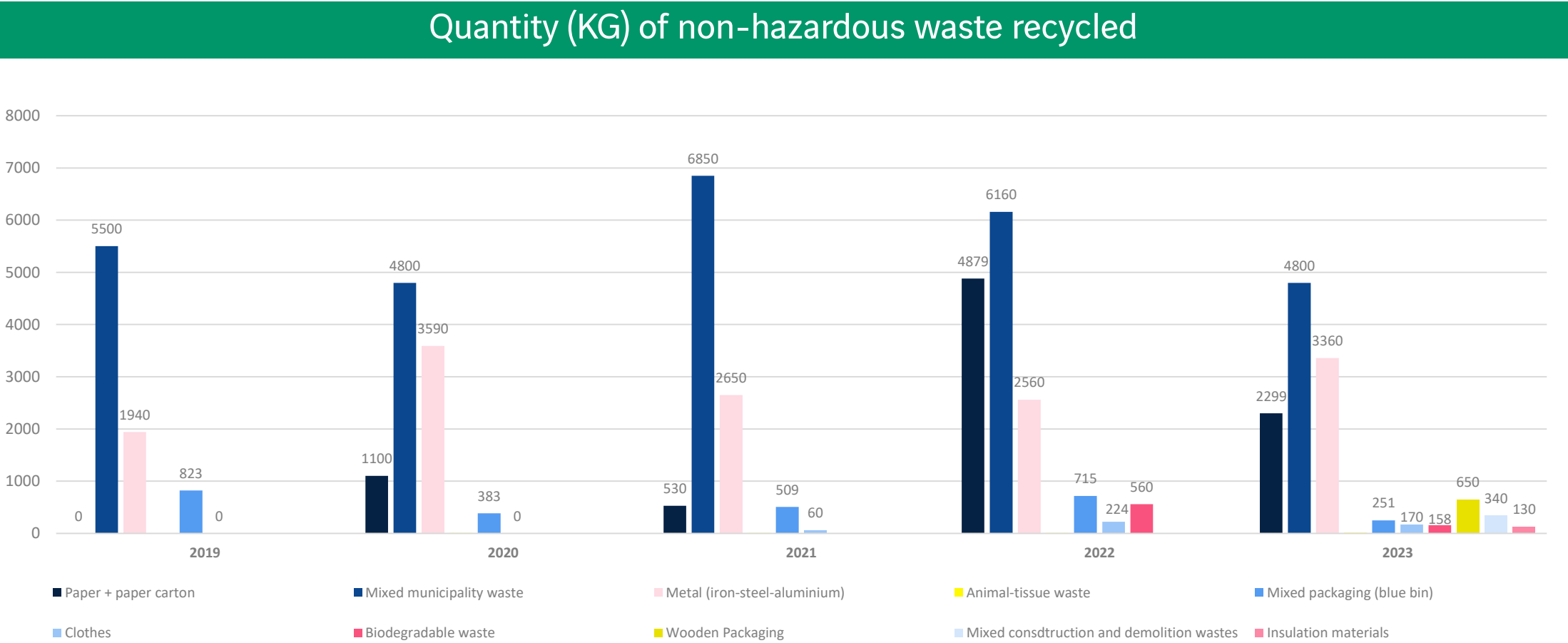
In addition to the above, Gefyra Litourgia employees are encouraged to bring their own waste, such as electrical and electronic equipment, clothes, etc.

Total Amount of Waste Collected During 2023:



3. ENVIRONMENT

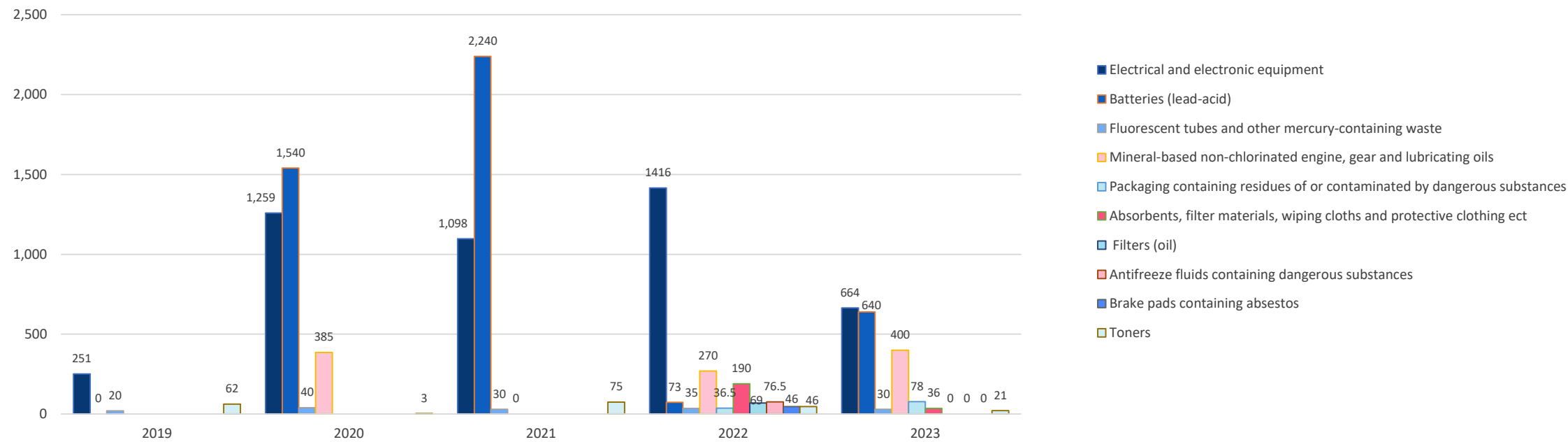
Waste management



3. ENVIRONMENT

Waste management

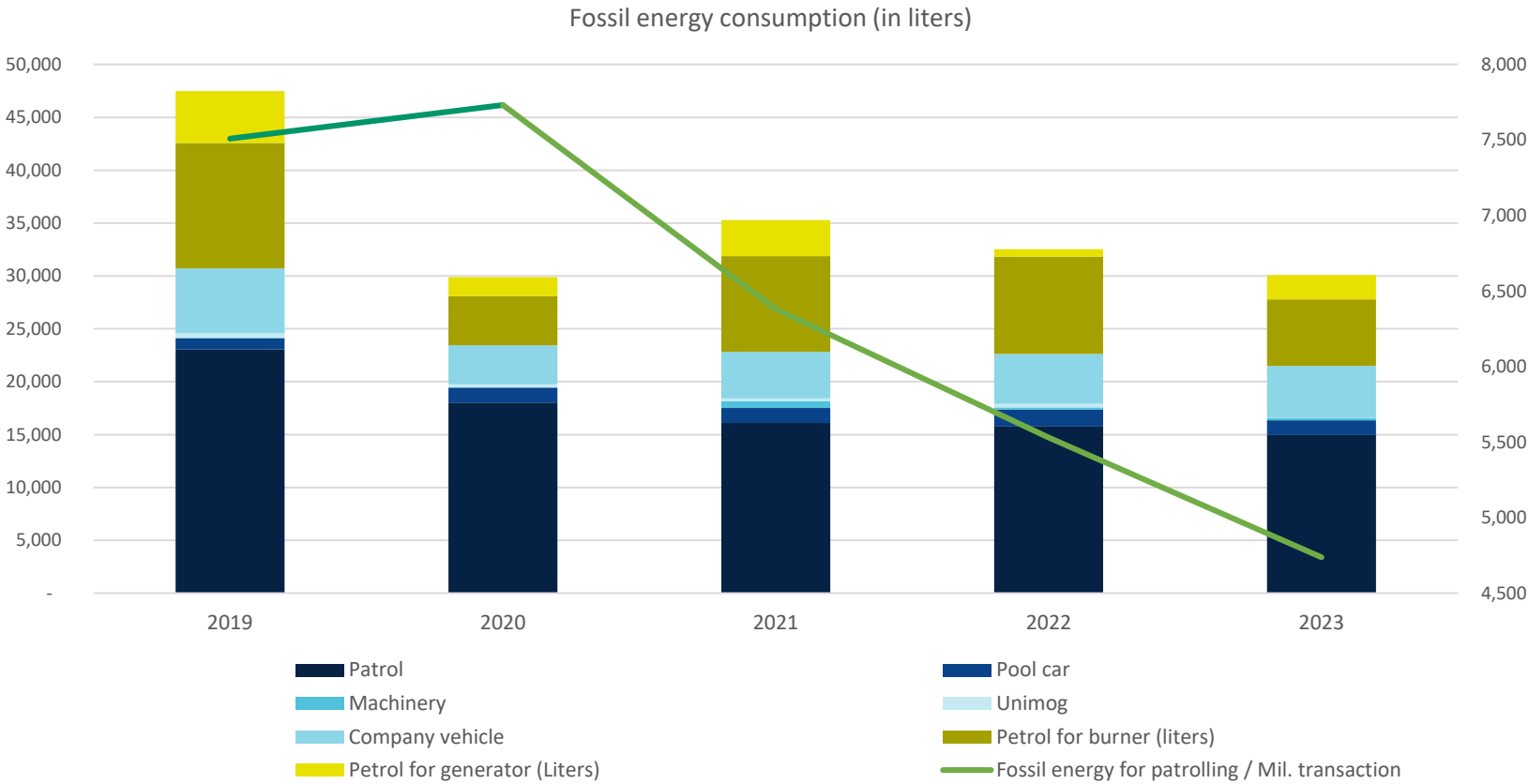
Quantity (KG) of hazardous waste recycled



3. ENVIRONMENT

Fossil Energy Consumption

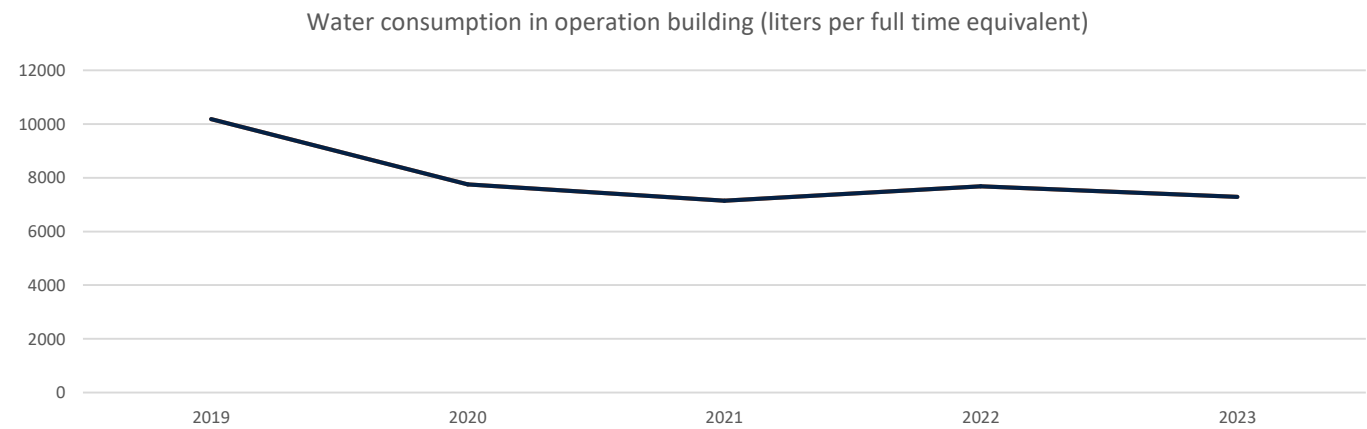
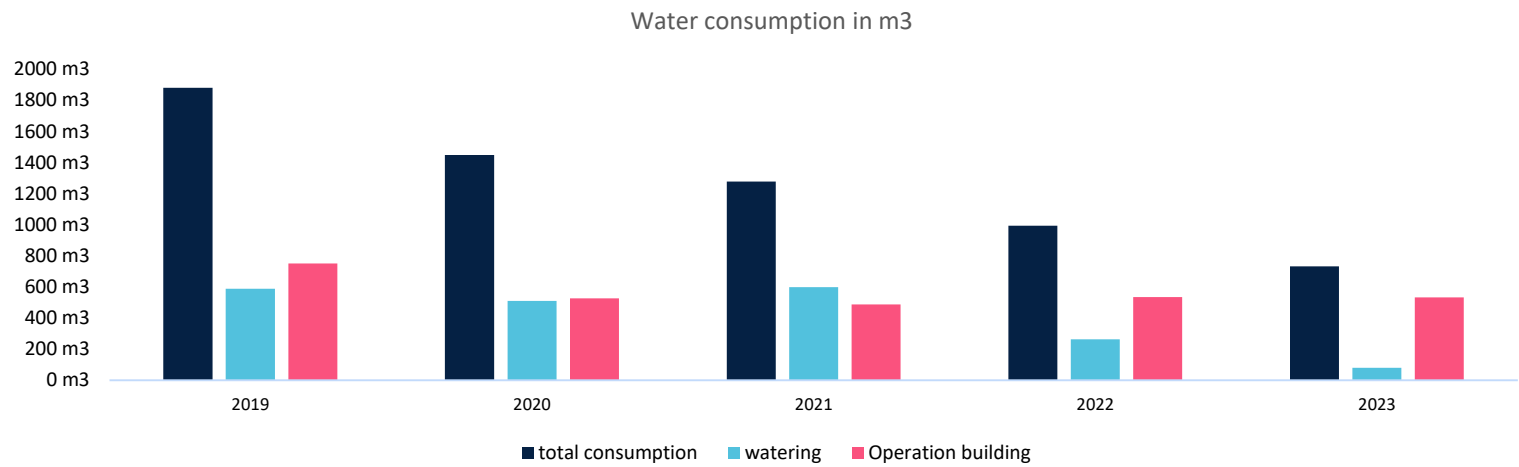
The following table presents the total consumption of fossil energy for vehicles and machinery.



3. ENVIRONMENT

Water Consumption

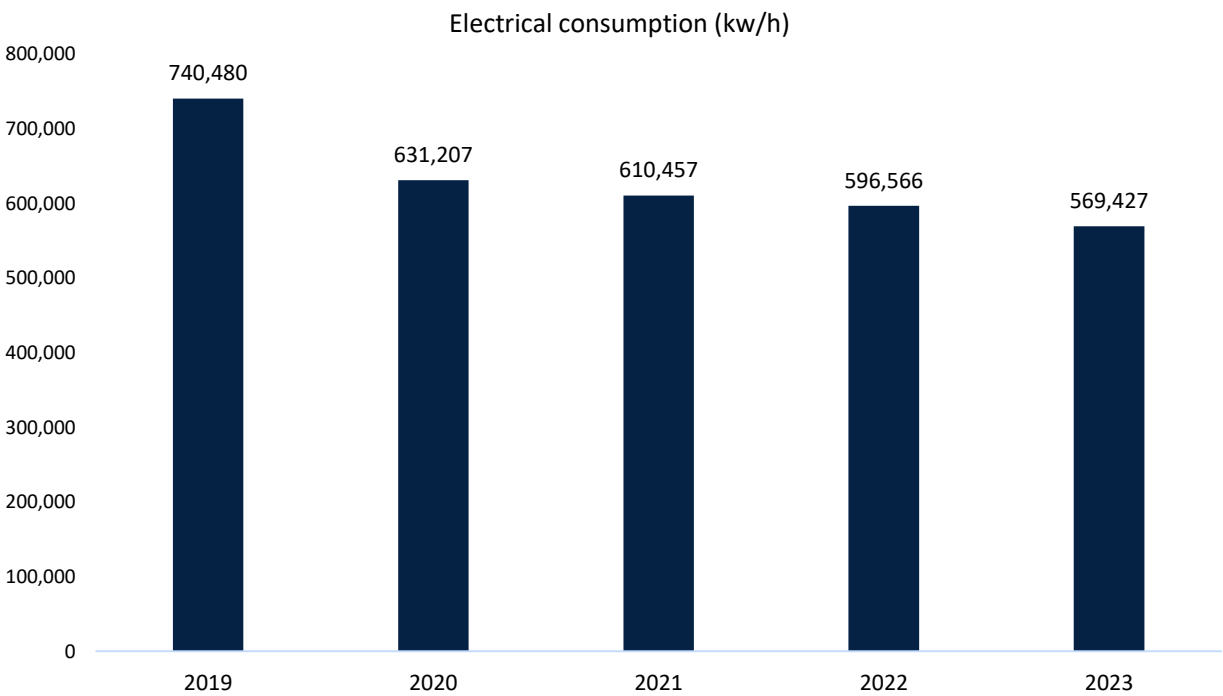
The following table presents the total water consumption since 2019. A decrease in the total water consumption was observed in 2023 in comparison to the previous years. This is due to the decrease in the use of water for watering purposes.



3. ENVIRONMENT

Electricity Consumption

The following table presents the electricity consumption since 2019. In comparison to 2022, there was a decrease of -4,55%.



4. 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, and on a general perspective, all other sustainable development aspects.

For 2023 there were no observations recorded during the external audits.

In 2023 Gefyra Litourgia received successfully the 2nd surveillance audit.

Since December 2018 Gefyra Litourgia holds a certified quality system ISO 9001:2015.



02

Tolls (Traffic & Products)

1. Tolls (Traffic & Products) Overview
2. Vehicle Categories and Toll Fares
3. Discount Products
4. Total Traffic
5. Evolution of Total Traffic
6. Quality of Toll Collection
7. Unpaid Transactions
8. ETC (including GRITS)

1. Tolls (Traffic & Products) Overview

Since 2023 two additional lanes have been converted to ETC.

Gefyra’s toll plaza has a total of 12 lanes, out of which 6 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 (3 MTC – 3 ETC) are used for northbound (Rio to Antirrio) traffic and 6 lanes (3 MTC – 3 ETC) are used for southbound (Antirrio to Rio) 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 3 automatic lanes. The remaining 5 lanes in the other direction can either be used as manual lanes or again in a mix mode with the 3 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	3	3 (2 LV & 1 HV)	3	3 (2 LV & 1 HV)
Increased traffic from Rion <i>Addition of 1 lane</i>	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 <i>Addition of 2 lanes</i>	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 <i>Addition of 1 lane</i>	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 <i>Addition of 2 lanes</i>	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)



2. VEHICLE CATEGORIES & 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	13,70€
3		Trucks of height in excess of 2m and private cars with a trailer or caravans of a height in excess of 2m	21,00€
4		Trucks with 3 axes	34,00€
5		Trucks with 4 axes	43,00€
6		Trucks with 5 axes	43,00€
7		Bus or coach of up to 20 seats	32,00€
8		Bus or coach from 21 and up to 40 seats	45,00€
9		Bus or coach with more than 41 seats	69,00€

3. DISCOUNT PRODUCTS

Anonymous discount products

There are 3 anonymous discount products (no contract or registration required), 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	14,00€
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	73,00€



3. DISCOUNT PRODUCTS

E-pass discount products

Frequent users of the Bridge can benefit of discounts on the cost of their crossing, by subscribing to one of the discount schemes available on e-pass, for all vehicle categories (except from cat.1).

All products are pre-paid and can be reloaded with the following means:

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

Depending on their frequency and nature of their crossing, they can select one of the following programs:

- **Gefyra e-pass Pre-Paid**

The program is available for all vehicle categories and provides discounts according to the frequency of the crossings within the same calendar month, reaching up to 57% for passenger vehicles, up to 33% for trucks and up to 9% for buses.

- **E-pass Aller - Retour**

The program is available only for cat.2 vehicles and provides a 98% discount on the return crossing, as long as it is performed within a specific time period.

- **Ergasia Pass (NEW LAUNCH 2023)**

The program was enabled on April 2023 to support the daily commuters of the Bridge. It offers discounts to those performing between 32 and 53 crossings per calendar month, with a discount of up to 26,6% in comparison with the Pre-Paid program.

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.



3. DISCOUNT PRODUCTS

Products for vulnerable social groups

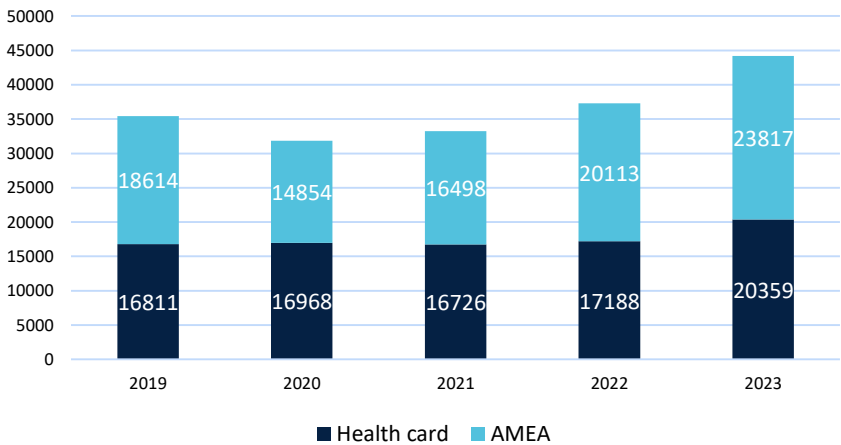
Characteristics of the product	Health Card	AMEA Crossings
Type of vulnerability:	Cancer / kidney patients	People with disabilities
Cost of crossing:	5,00€	5,00€
Subscription required:	YES	NO
Media:	Card	Blue EU Parking Permit Card
Issuing office:	Issued from customer service, with the owner's details printed on the card	Issued by the state

At the end of 2023, there were 977 active Health Cards.

The table presents the total yearly crossings with the two products. In 2023 the number of crossings with the Health Card remained in the same levels as the previous year, while there was an increase of 18,4% on the AMEA crossings.

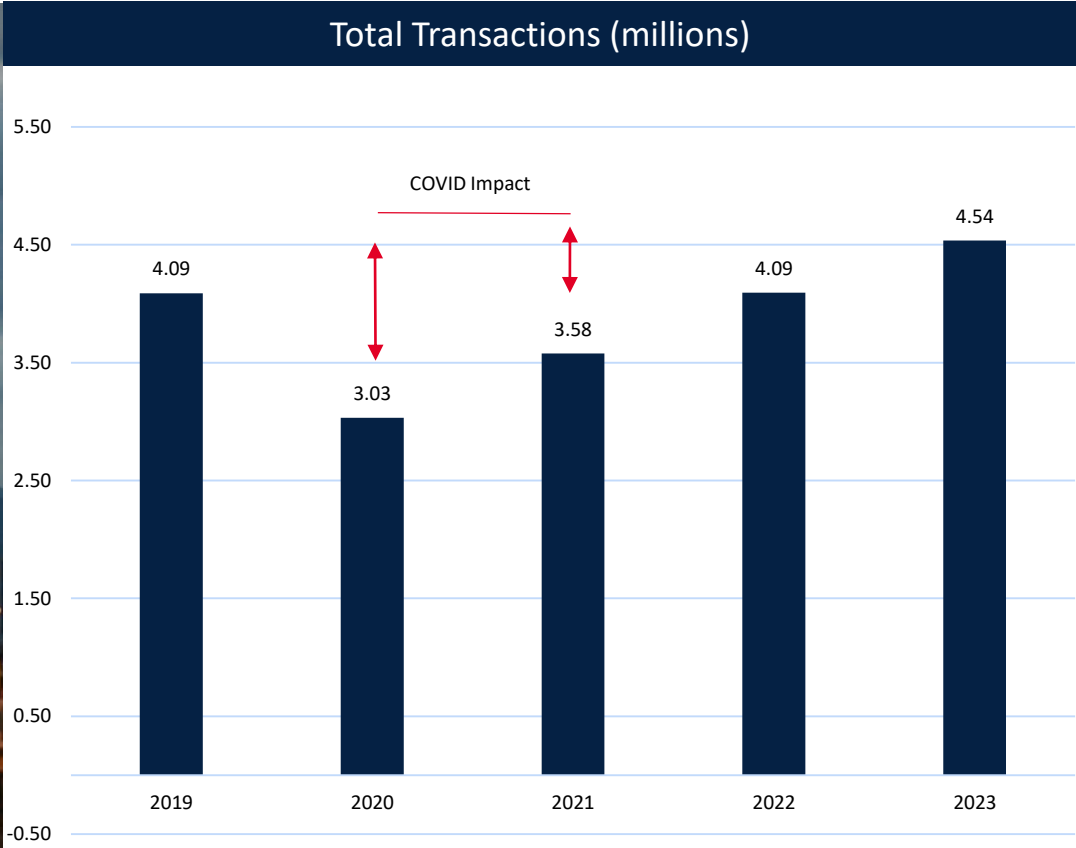


Vulnerable group crossing



4. TOTAL TRAFFIC

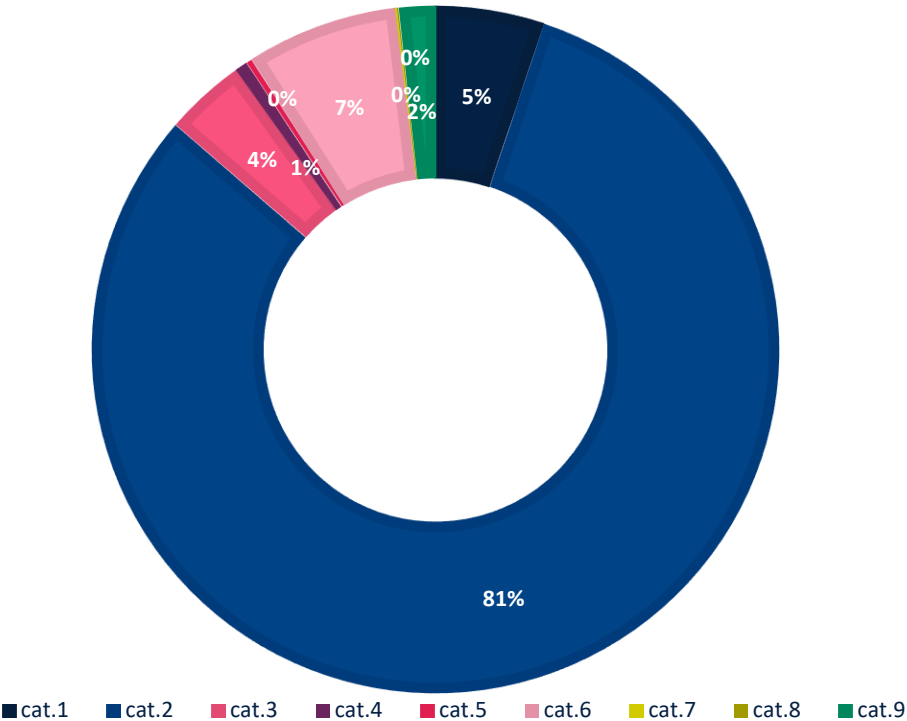
In 2023, we see an increase of 11% in comparison to previous year and 11% in comparison to 2019 (last full year before Covid-19).



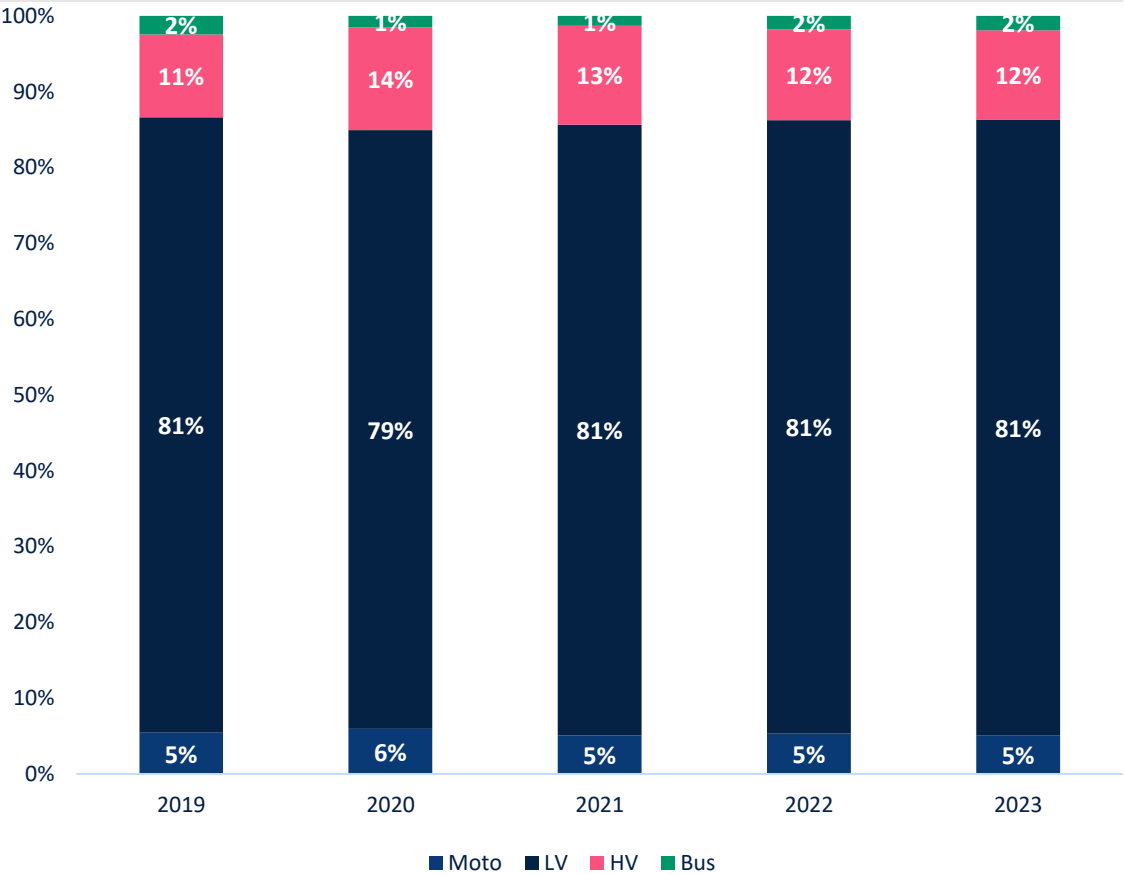
4. TOTAL TRAFFIC

Regarding the traffic per vehicle type, light vehicles (LV), which represent the vast majority of crossings (86%) throughout the years, continued showing a positive trend, with an increase of 10,9% compared to the previous year. Regarding heavy vehicles (HV), we noticed an increase of 10,1%, demonstrating the ongoing recovery of our traffic figures.

Traffic per Category

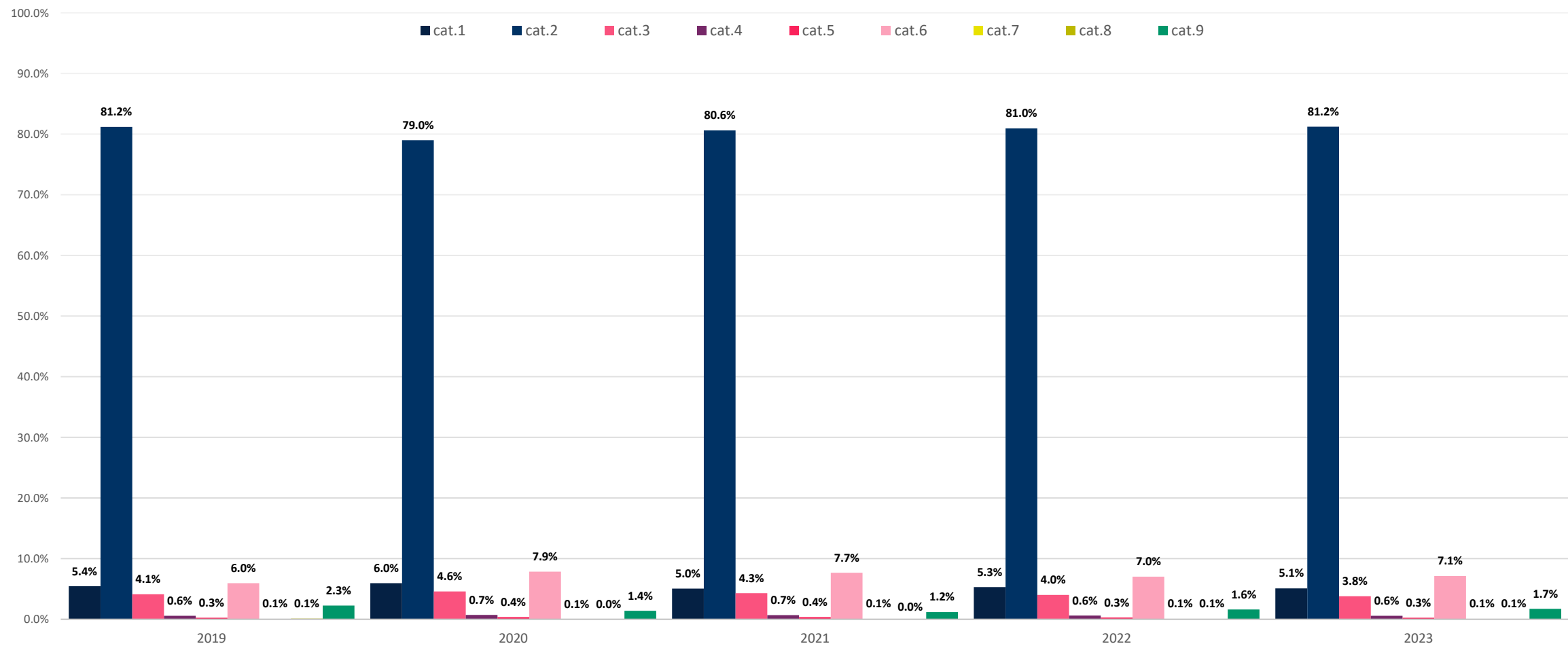


Breakdown of the Traffic per Type of Vehicle



4. TOTAL TRAFFIC

Breakdown of the Traffic per Category of Vehicle



4. TOTAL TRAFFIC

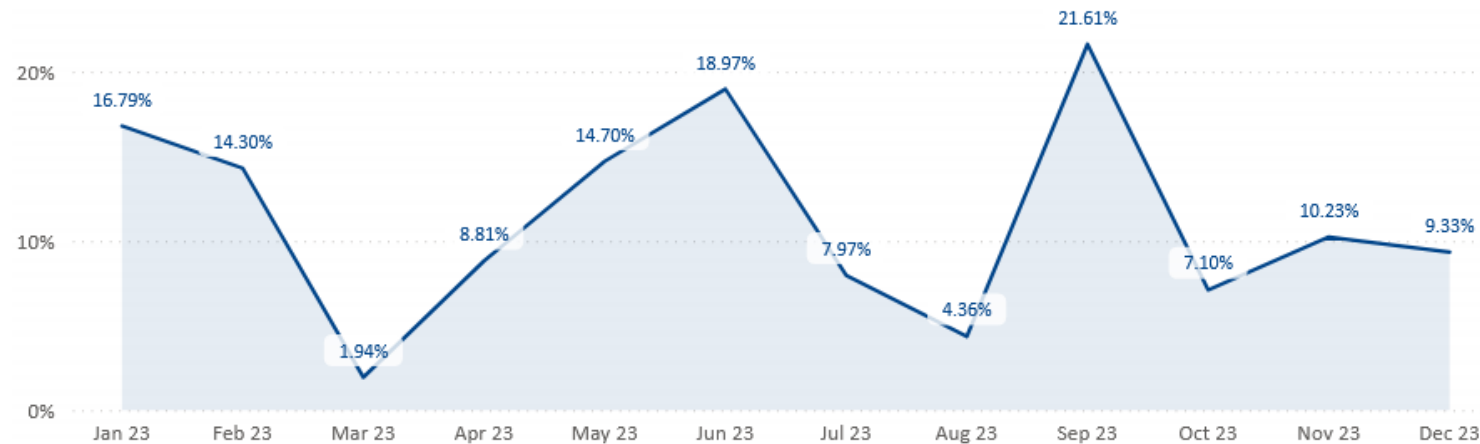
Total crossing per month - Northbound											
		1	2	3	4	5	6	7	8	9	
January	1	5231	115843	5310	1015	399	10677	100	100	2606	141281
February	2	5222	108385	5584	1035	428	11116	130	87	2513	134500
March	3	7212	109478	6477	1182	516	13352	157	137	3033	141544
April	4	8286	170650	6368	1062	405	12188	123	132	3695	202909
May	5	9932	134030	7685	1141	518	15124	178	194	3797	172599
June	6	12080	157326	8014	1184	499	15295	158	157	3240	197953
July	7	14821	199111	8085	1179	467	14578	155	147	3206	241749
August	8	15614	249087	8131	1020	461	12577	124	93	3575	290682
September	9	11169	165800	8911	1309	725	17455	195	151	3889	209604
October	10	12444	146893	7849	1070	498	12356	178	163	3559	185010
November	11	7083	119541	6858	1045	513	12475	147	132	3029	150823
December	12	6633	157526	6231	1005	445	11832	126	118	3429	187345
TOTAL		115727	1833670	85503	13247	5874	159025	1771	1611	39571	2255999

Total crossing per month - Southbound											
		1	2	3	4	5	6	7	8	9	
January	1	5306	132790	5233	1012	431	11192	124	96	2638	158822
February	2	5167	107949	5542	1032	470	11629	152	84	2488	134513
March	3	7231	109446	6516	1165	551	13509	169	140	2864	141591
April	4	7923	166216	6856	1121	433	12366	117	128	3574	198734
May	5	10565	141276	8120	1162	576	14688	201	157	3622	180367
June	6	11945	151869	7708	1169	532	14447	173	148	3108	191099
July	7	14559	185256	8075	1206	510	14889	154	126	3120	227895
August	8	15756	261217	8060	1100	462	13064	130	73	3526	303388
September	9	11437	180801	9636	1391	780	19105	199	147	3831	227327
October	10	12603	152903	7560	1118	458	13448	176	152	3421	191839
November	11	7091	121324	6897	1071	511	13366	155	131	2975	153521
December	12	6436	140283	6352	1053	480	12667	110	129	3285	170795
TOTAL		116019	1851330	86555	13600	6194	164370	1860	1511	38452	2279891

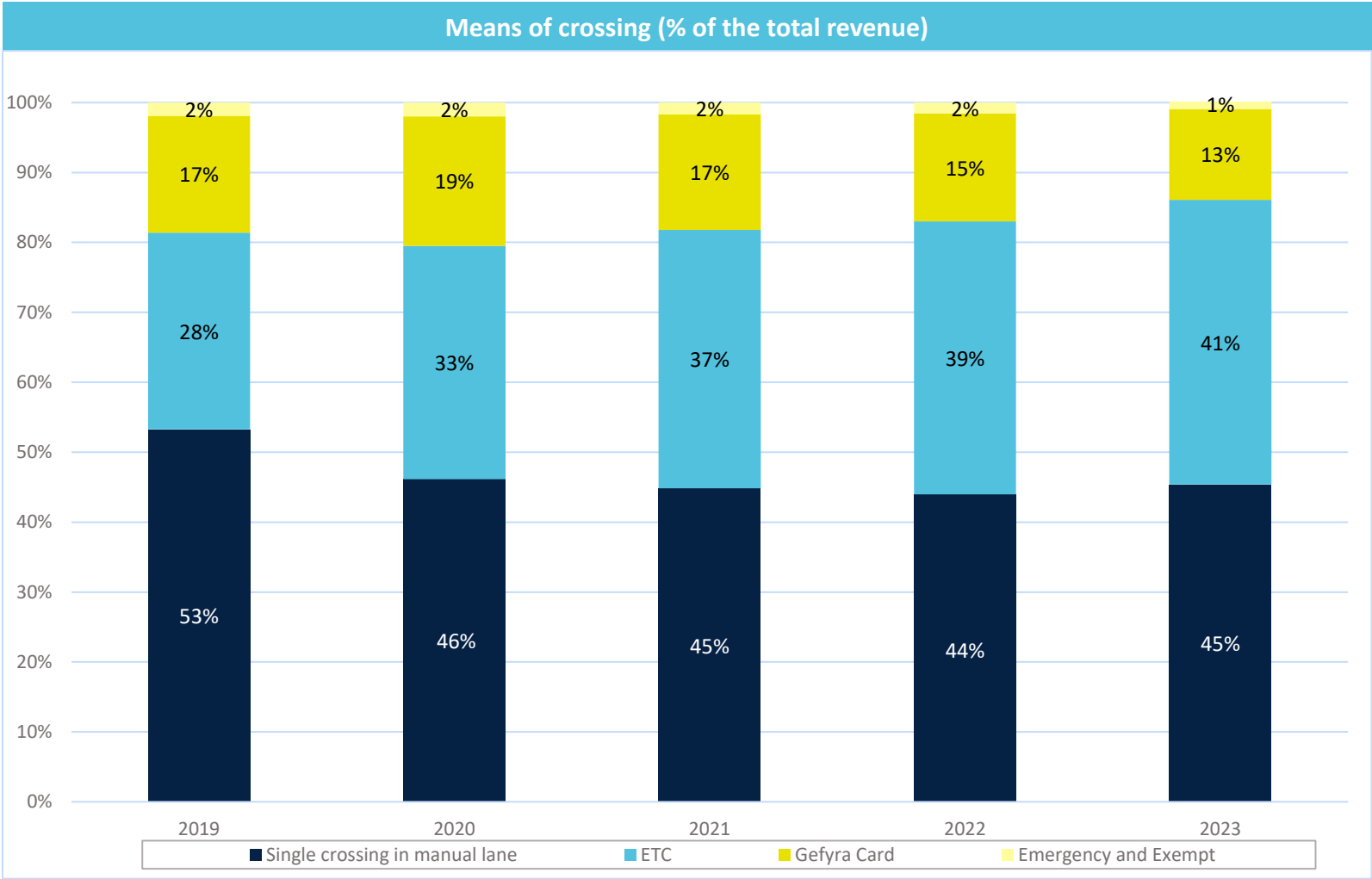
5. EVOLUTION OF TOTAL TRAFFIC



Comparison of Total Traffic by month 2023 vs 2022



5. EVOLUTION OF TOTAL TRAFFIC



Analysis of the means of crossing and payment

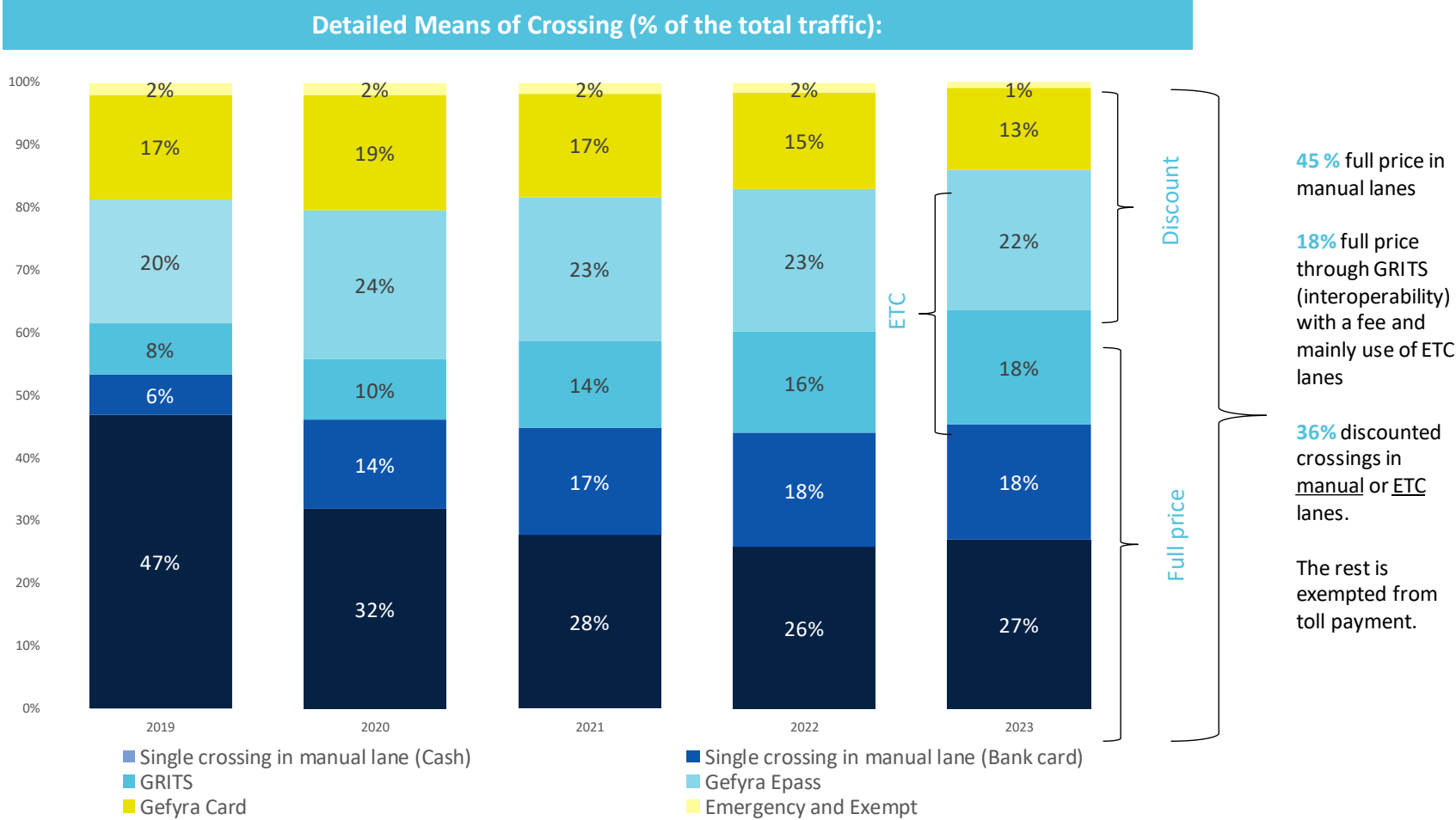
Full price crossings show a decreasing course through the years with an 8% reduction between 2019 and 2023.

There is a decrease in the transactions of full price crossing made by cash (-20%) while at the same time transactions with a use of a bank card have an increase of 12%, for the same period of years.

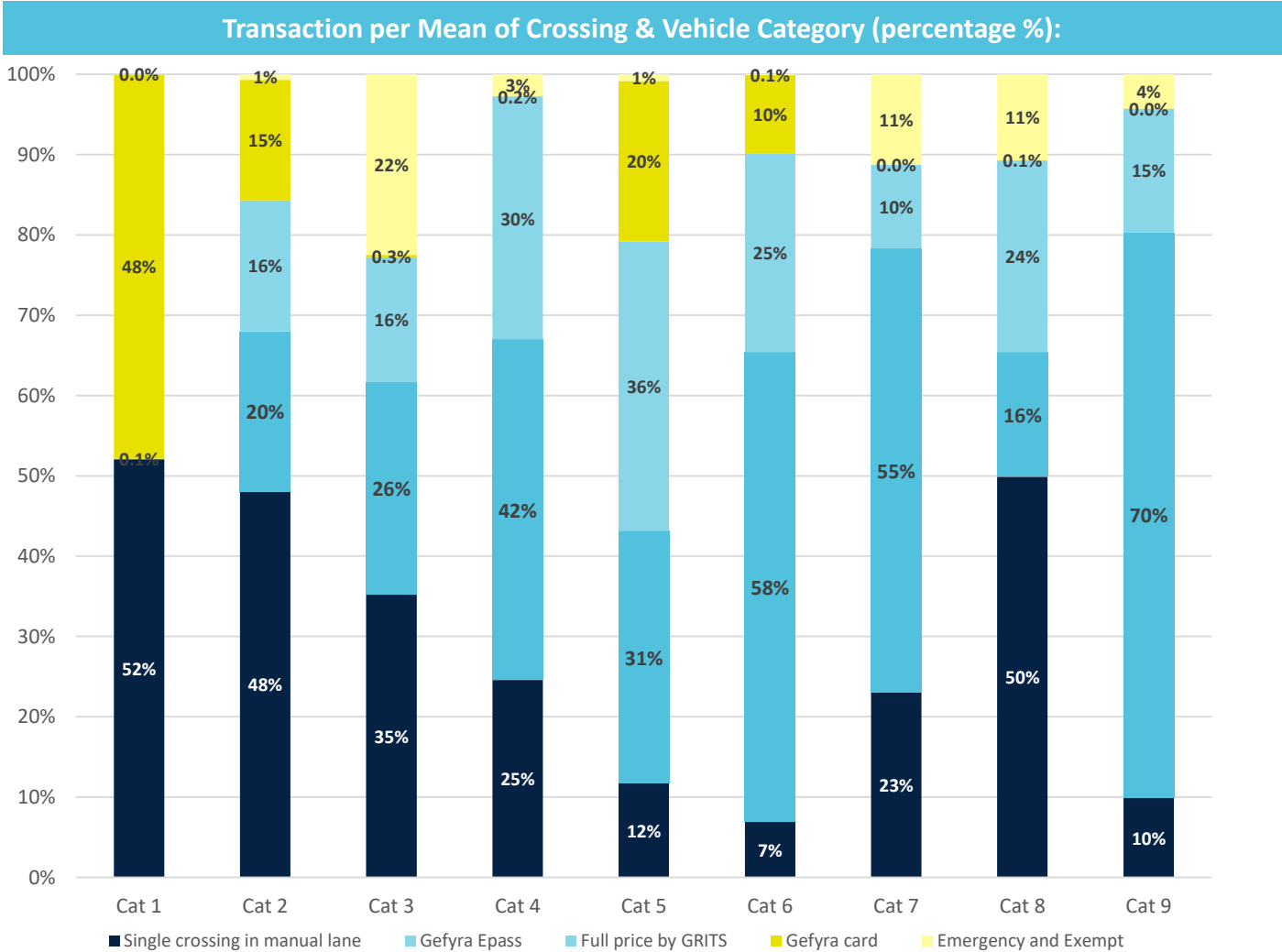
The increase of the bank card usage comes as a result of a nationwide change of habit, following the financial crisis, where POS machines became mandatory for the vast majority of businesses and peaked during the pandemic as cash transactions were avoided.

ETC penetration presents an increasing trend (13%) between 2019 and 2023, 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.

5. EVOLUTION OF TOTAL TRAFFIC



5. EVOLUTION OF TOTAL TRAFFIC



48% of the transactions concerning motorcycles users (cat.1) prefer to use the discount product MOTO Card for their crossings, while 36% of passenger cars (cat.2) use a tag for their crossings.

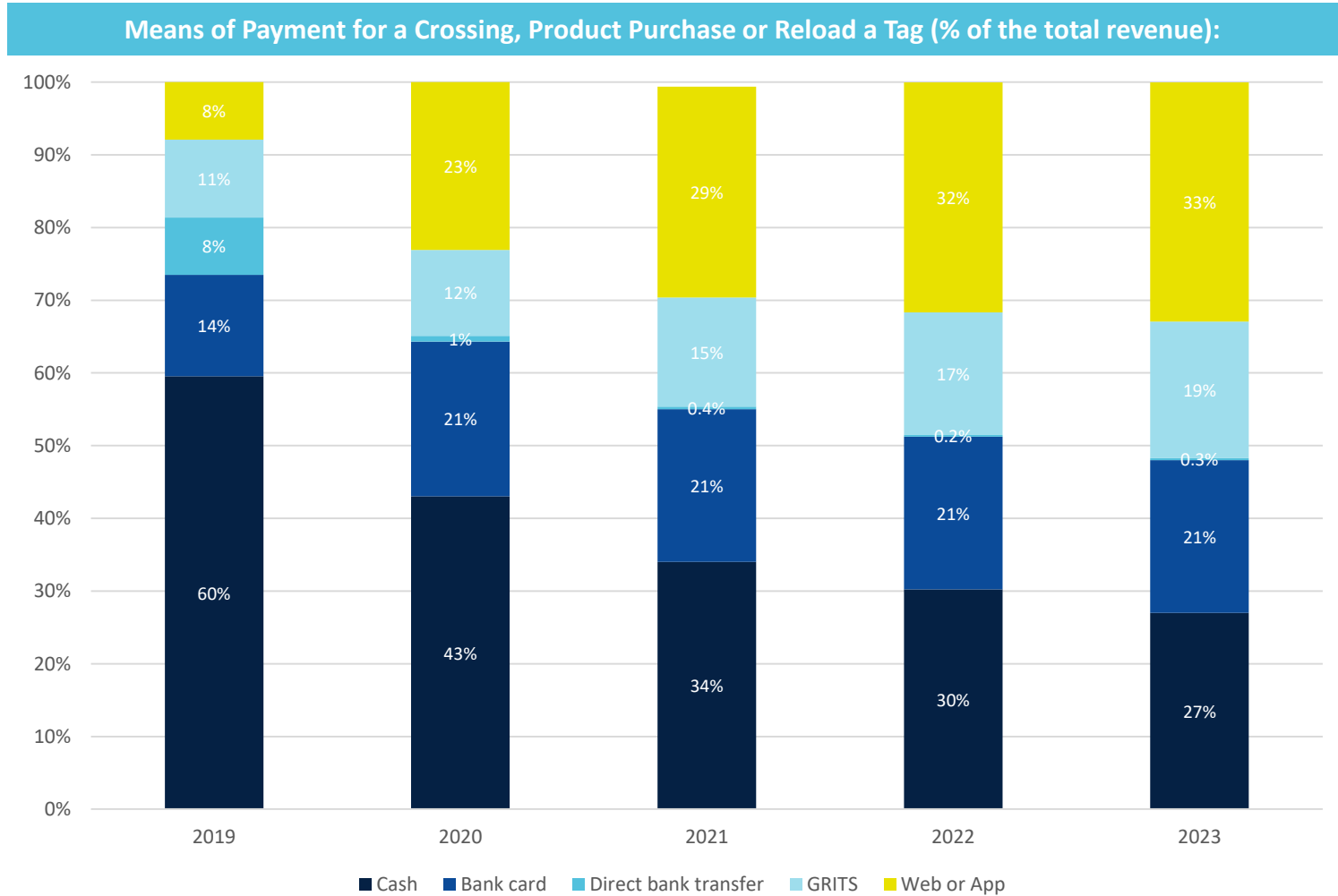
The vast majority of trucks with 4 axles or more (cat. 5 & 6), prefer ETC as their mean of crossings, instead of using a manual lane.

The same trend appears on cat.9 buses as well, with 85% of the total transactions for this category performed with a tag.

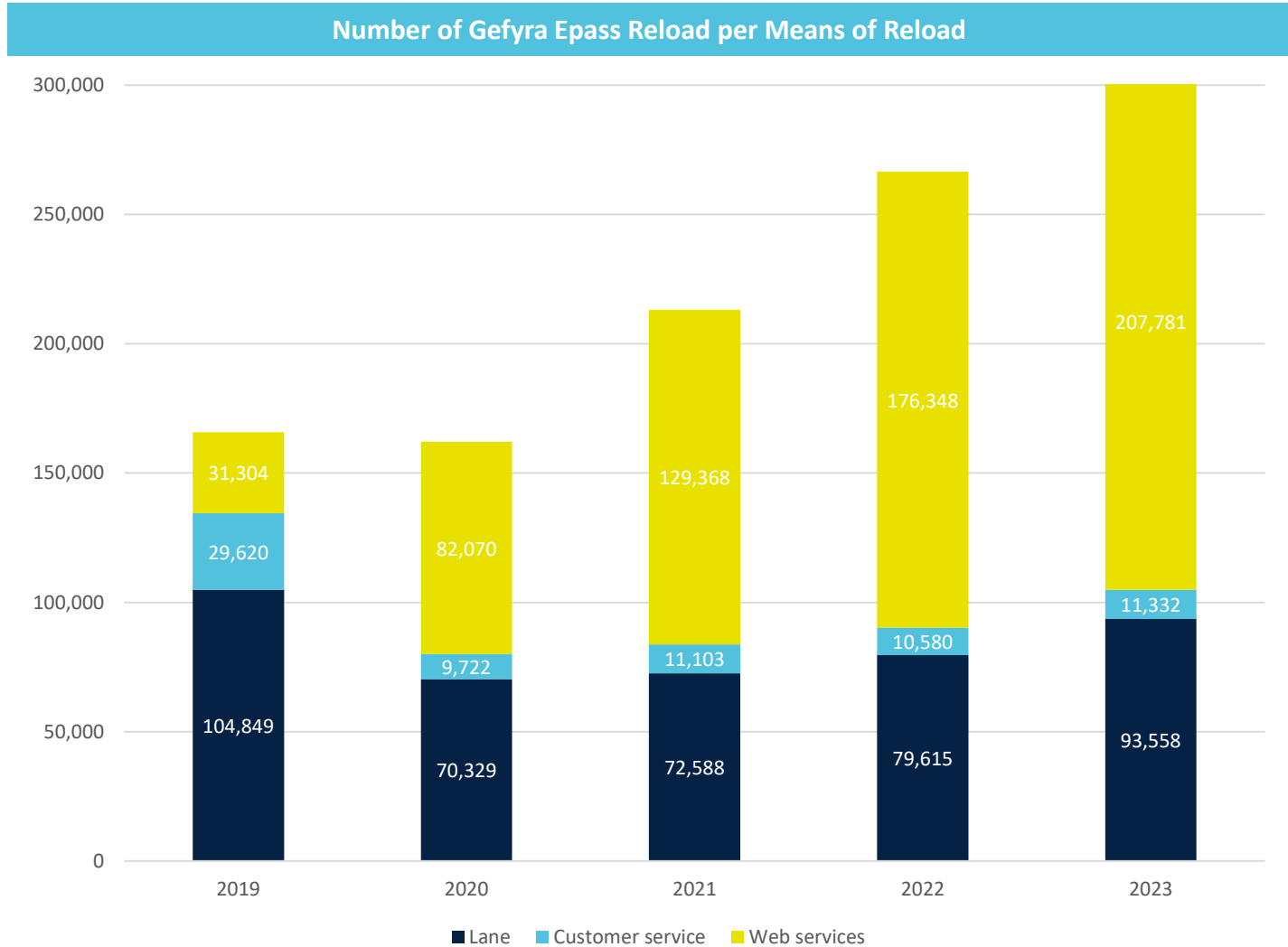
Regarding the means of payment, there is a 33% decrease in the usage of cash since 2019, while there is a 7% increase in the usage of bank cards.

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 2023, online transactions through the website or app account for 33% of the total revenue, with a 1% increase since last year.

5. EVOLUTION OF TOTAL TRAFFIC



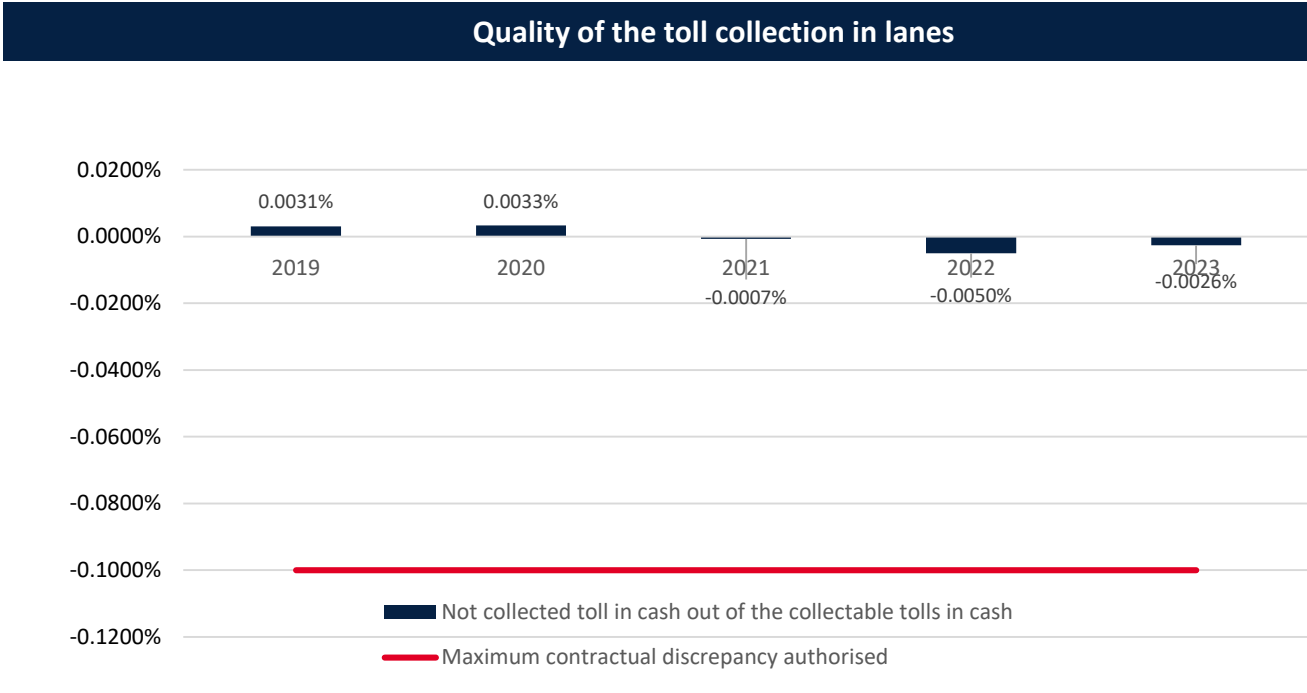
5. EVOLUTION OF TOTAL TRAFFIC



In 2023, there was an increase (17,5%) of the reloads performed in manual lanes, while at the same time we noticed a 17,8% increase in reloads performed online

In total, during 2023, 30% of reloads performed in lane, 4% through Customer Service and 66% online.

6. QUALITY OF TOLL COLLECTION

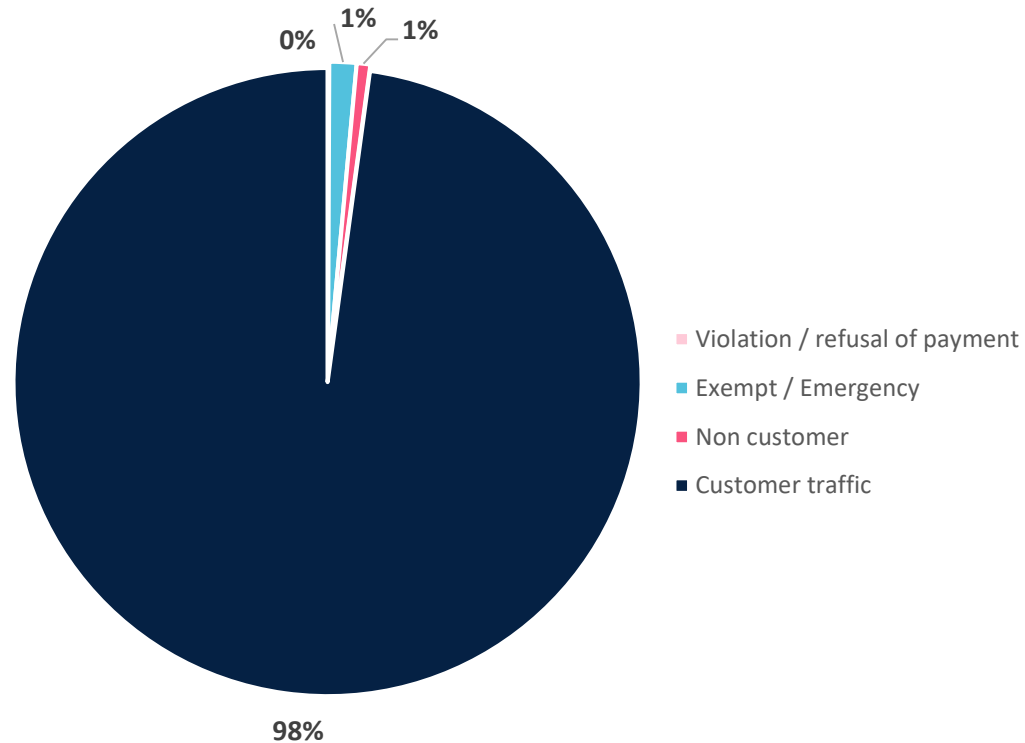


The quality and the accuracy of the toll collection is one of our priorities.

Our results over the last 5 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.

7. UNPAID TRANSACTIONS

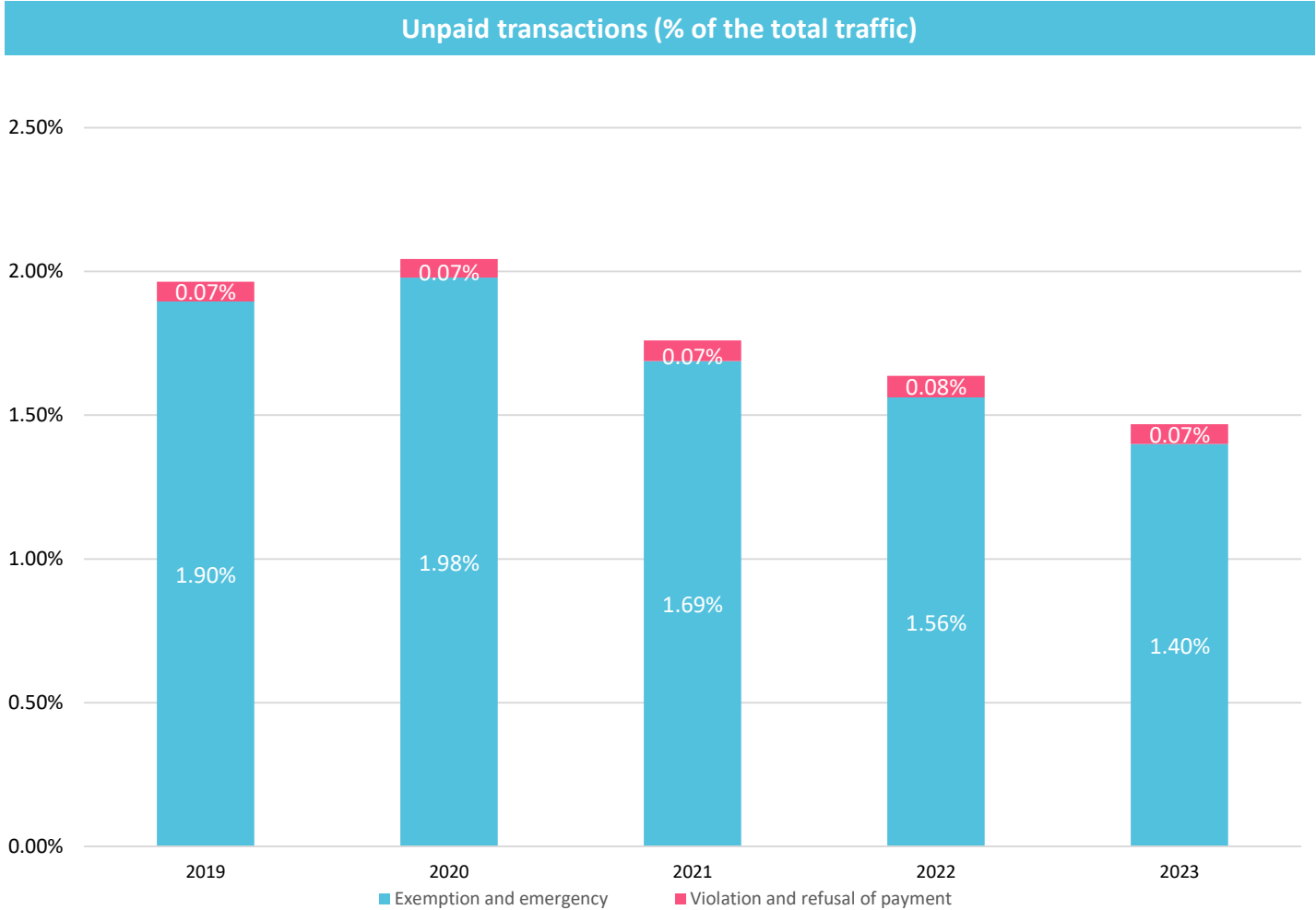
Breakdown of Total Passage for 2023:



The commercial traffic represents 98% of the total transactions. The rest is analyzed as follows:

- 1% of the transaction are performed by non-customer (such Gefyra employees, subcontractors) through paid products (internal products) that offer a big discount.
- 1% of the transaction are free crossings (exemption or emergency).
- 0.07% are violations or refusal of payment.

7. UNPAID TRANSACTIONS



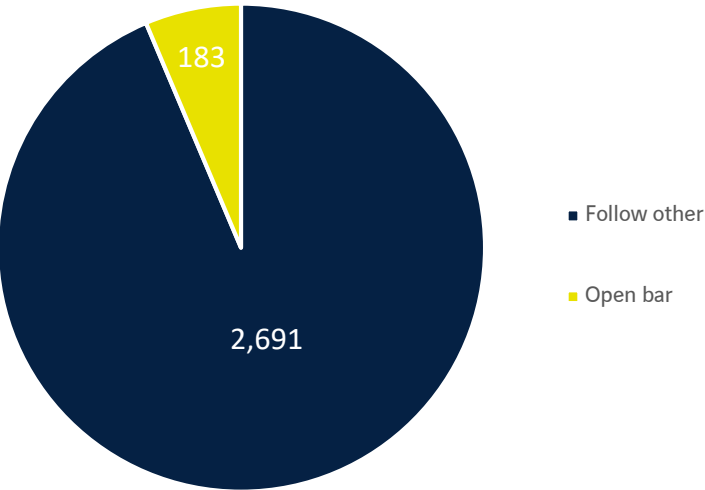
Unpaid transactions have decreased within the last 3 years and they are representing less than 2% of the total traffic.

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

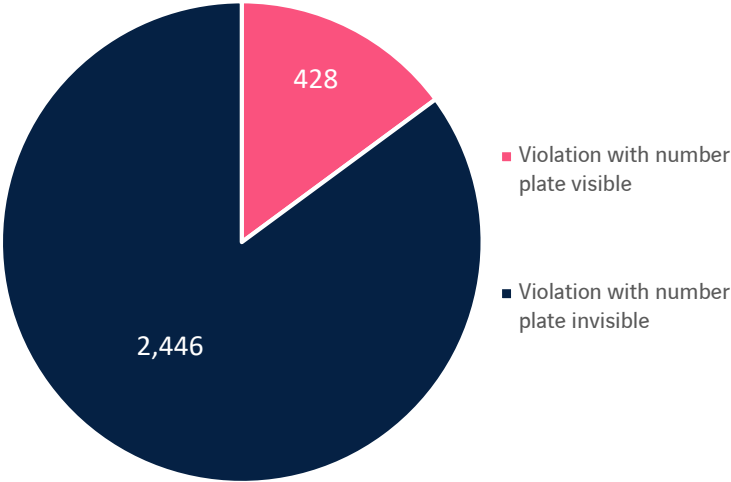
In 2023, 16% of violations and 46% of refusals of payment have been retrieved, through written letters addressed to the violators and / or phone calls, depending on the data available for each case.

7. UNPAID TRANSACTIONS

Type of Violation for 2023



Breakdown of violation according to the visibility of the license plate for 2023

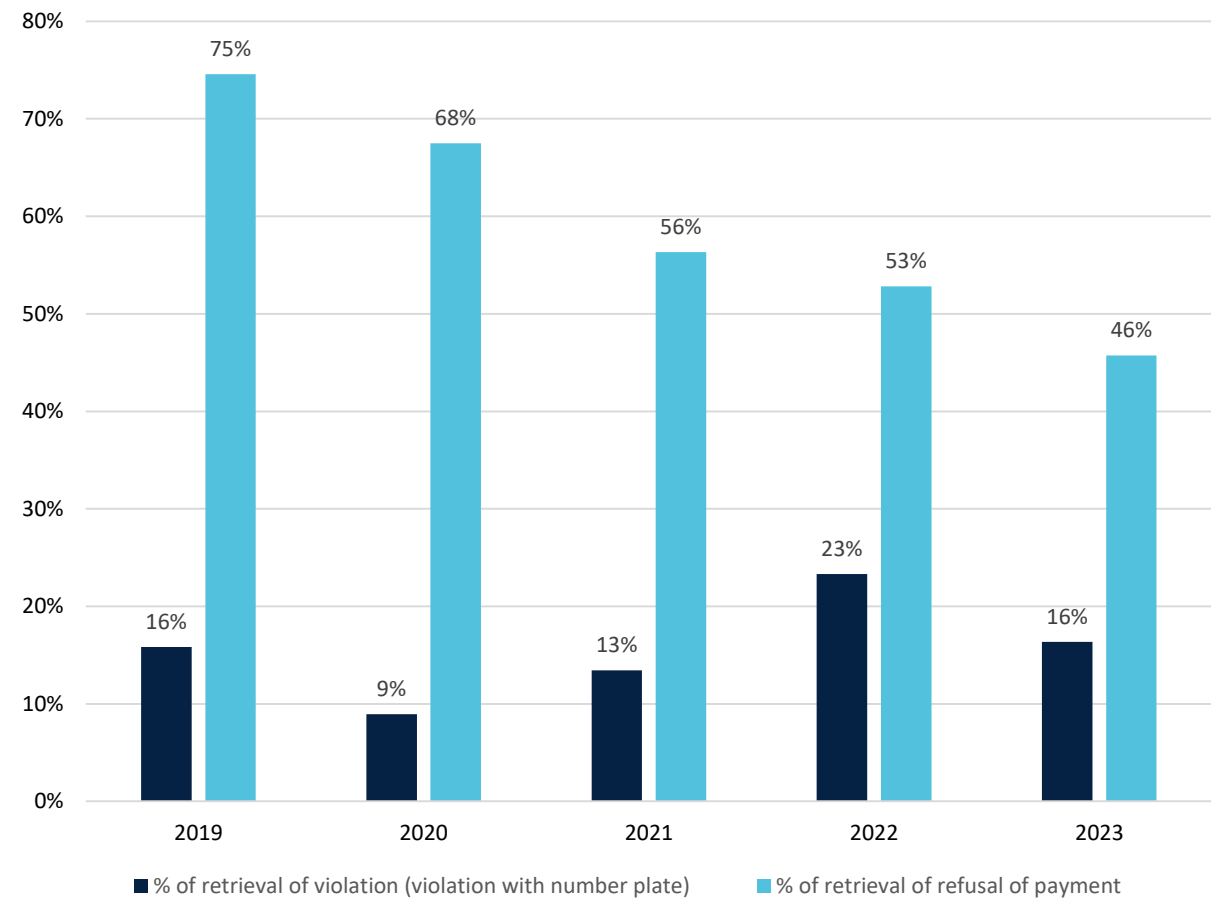


The vast majority of violations (94%) occurred with vehicles following the leading vehicle, while the rest (6%) occurred when the barrier remained open. 85% of the total violations concerned vehicles with covered (fully or partially), missing or unreadable license plates, which made the task of identifying the owner impossible.

7. UNPAID TRANSACTIONS

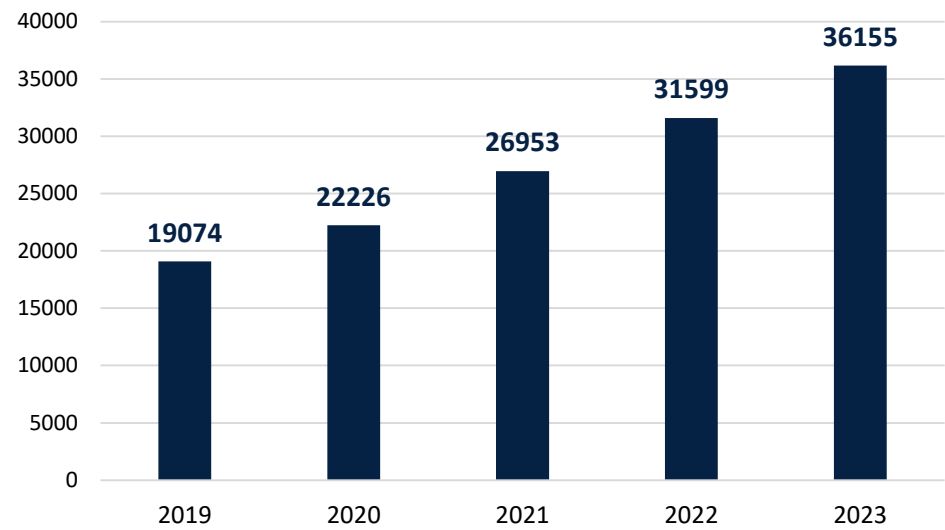
% of Retrieval for Violations and Refusal of Payment

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.



8. ETC (including GRITS)

EVOLUTION OF E-PASS SUBSCRIBERS



Until the end of 2023, Gefyra E-pass had 36.155 subscribers, sharing 48.098 tags in total. Gefyra E-pass subscribers are the most frequent users of the bridge than any other tag holder, performing on average 30 crossings per month.

Tag Issuer	Tags Used	Total Crossings	Average crossings per tag				
			Total	Cat. 2	Cat. 3 & 4	Cat. 5 & 6	Cat. 7, 8 & 9
GEFYRA	31370	947627	30	25	72	84	49
KENTRIKI ODOS	1355	4079	3	3	6	3	4
OLYMPIA ODOS	28466	138898	5	4	7	9	16
AEGEAN MOTORWAY	13916	50334	4	3	5	5	3
EGNATIA ODOS	21132	64238	3	3	5	4	4
NEA ODOS	26721	119743	4	4	6	8	10
ATTIKI ODOS	119276	450523	4	4	5	9	5

8. ETC (including GRITS)

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	86,28%	7,14%	3,26%	3,32%
KENTRIKI ODOS	99,83%	0,17%	0,00%	0,00%
OLYMPIA ODOS	99,48%	0,49%	0,02%	0,02%
AEGEAN MOTORWAY	99,81%	0,17%	0,01%	0,00%
EGNATIA ODOS	99,74%	0,22%	0,03%	0,01%
NEA ODOS	99,59%	0,36%	0,05%	0,00%
ATTIKI ODOS	99,75%	0,22%	0,03%	0,01%

CATEGORY 3 & 4 - LIGHT TRUCKS

Tag Issuer	Number of crossings per month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	57,20%	20,67%	10,93%	11,20%
KENTRIKI ODOS	100%	0,00%	0,00%	0,00%
OLYMPIA ODOS	96,57%	2,57%	0,57%	0,29%
AEGEAN MOTORWAY	97,53%	1,60%	0,44%	0,44%
EGNATIA ODOS	97,96%	1,68%	0,24%	0,12%
NEA ODOS	96,07%	2,90%	0,84%	0,19%
ATTIKI ODOS	97,88%	1,87%	0,22%	0,04%

CATEGORY 5 & 6 - HEAVY VEHICLES

Tag Issuer	Number of crossings per month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	39,58%	21,53%	28,99%	9,91%
KENTRIKI ODOS	99,18%	0,82%	0,00%	0,00%
OLYMPIA ODOS	96,28%	2,78%	0,64%	0,30%
AEGEAN MOTORWAY	97,91%	1,75%	0,32%	0,02%
EGNATIA ODOS	99,15%	0,81%	0,00%	0,04%
NEA ODOS	96,46%	2,38%	0,64%	0,52%
ATTIKI ODOS	95,43%	3,45%	0,99%	0,13%

CATEGORY 7, 8 & 9 - BUSES

Tag Issuer	Number of crossings per month			
	1 - 5	6 - 10	11 - 20	>20
GEFYRA	70,65%	19,60%	8,02%	1,73%
KENTRIKI ODOS	100%	0,00%	0,00%	0,00%
OLYMPIA ODOS	91,85%	3,80%	3,53%	0,82%
AEGEAN MOTORWAY	95,38%	4,35%	0,27%	0,00%
EGNATIA ODOS	97,00%	2,40%	0,30%	0,00%
NEA ODOS	94,73%	1,48%	3,59%	0,21%
ATTIKI ODOS	100,00%	0,00%	0,00%	0,00%

Notes

1. The calculation of crossings has been done according to the number of months that the tag was active
2. The categories 7,8,9 (buses) include KTEL buses.

03

TRAFFIC MANAGEMENT & ROAD SAFETY

1. Traffic Management
2. Patrolling
3. Road Safety

1. TRAFFIC MANAGEMENT

KPI1: 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.

This indicator will have to be completed with the analysis of records to clearly assess the performances of toll management in endeavouring to minimize queuing in toll lane as stated in Appendix 4 of the Operating Agreement.

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

KPI1: TIME OF INTERVENTION (traffic accidents)

	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	No events
February	No events	No events	No events
March	No events	No events	No events
April	No events	No events	No events
May	No events	*1 intervention within 4 min	No events
June	No events	No events	No events
July	No events	No events	No events
August	No events	**2 interventions within 4min	No events
September	No events	***1 intervention within 4min	No events
October	No events	No events	No events
November	No events	No events	No events
December	No events	No events	No events

Comments:

- * Collision of two vehicles (cat.1 & cat. 9) / injury of the motorbike driver.
- ** a) Collision of two vehicles (cat.2 & cat.6) / injury of the driver of the LV and material damages to vehicles and equipment.
b) Collision of two cat.2 on the bridge deck / light injury of one passenger and material damages to vehicles and equipment.
- *** Collision of cat. 2 vehicles on the bridge deck / light injury of six passengers and material damages to vehicles.

1. TRAFFIC MANAGEMENT

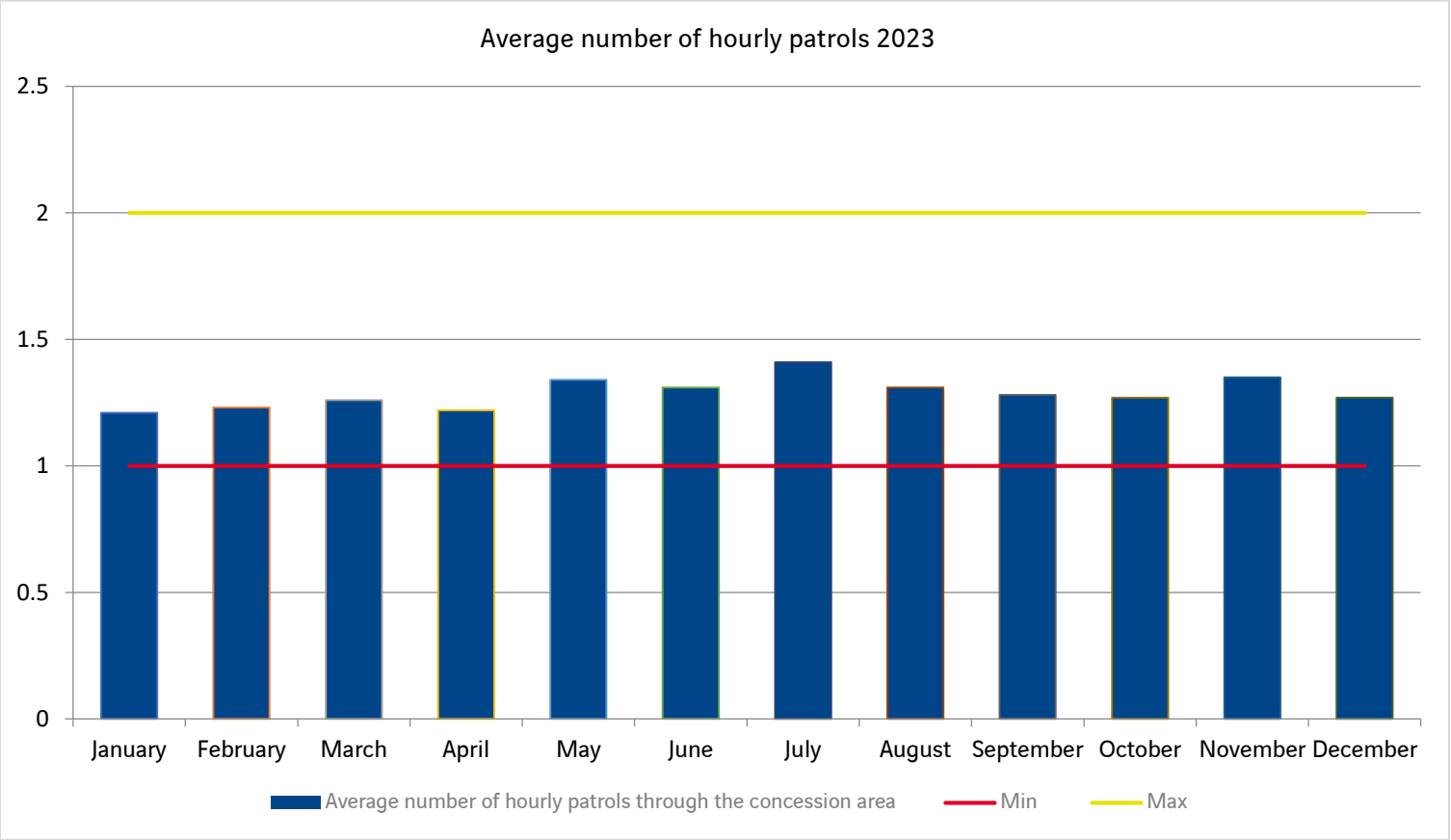
Emergency preparedness drill

During December, we performed an emergency preparedness drill linked to the immediate response for spillage. The scenario of the drill was intervening to an immobilized vehicle due to mechanical failure with a leakage of oil from the vehicle's engine to road surface. The intervention team dealt with the spillage by applying the decontamination materials.



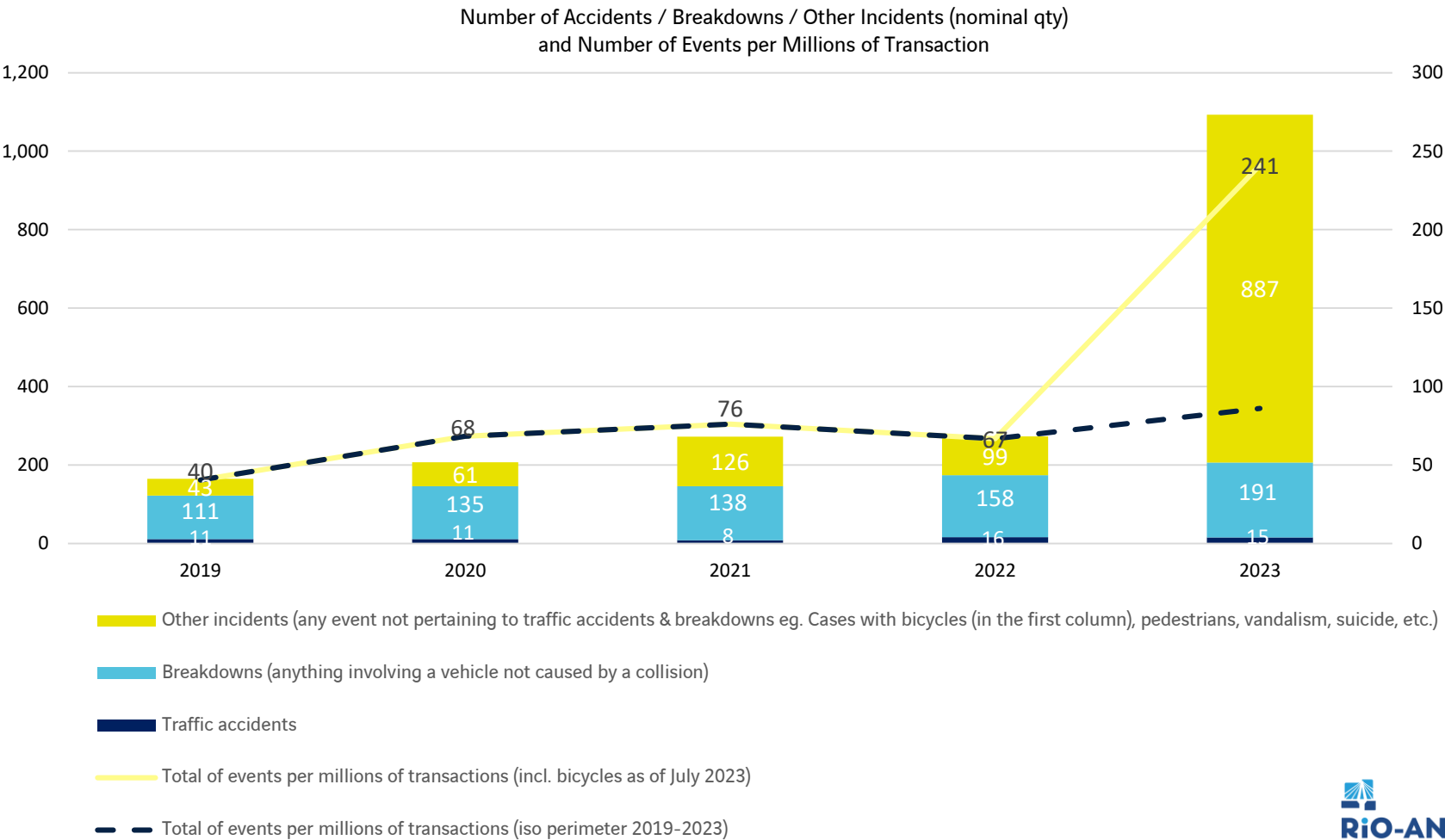
2. PATROLLING

The following graph presents the average number of patrols for 2023. The target of number of patrols is between 1 and 2 per hour.



3. ROAD SAFETY

In 2023 we had a total of 1093 traffic incidents. This increase is due to the recording of the cases with bicycles as of July 2023. The breakdown of incidents per category are presented in the following graph:



04

MAINTENANCE & TECHNICAL SUPPORT

MAINTENANCE & TECHNICAL SUPPORT

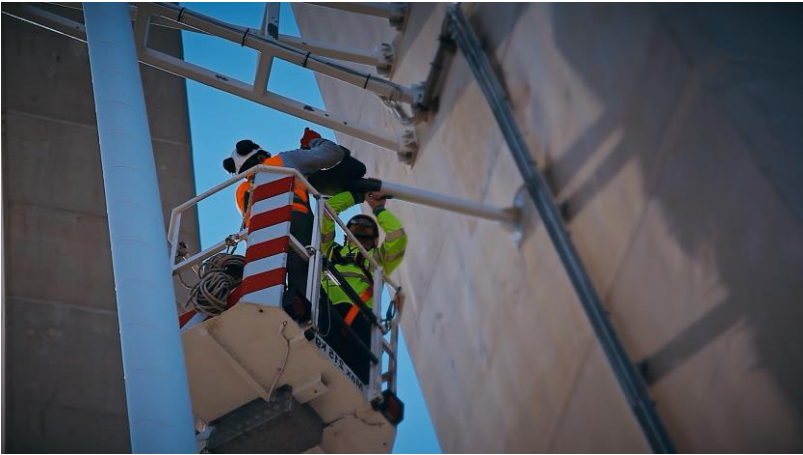
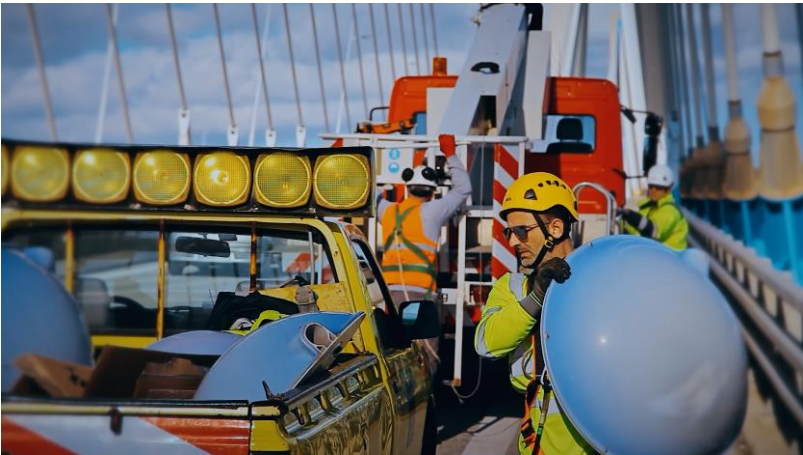
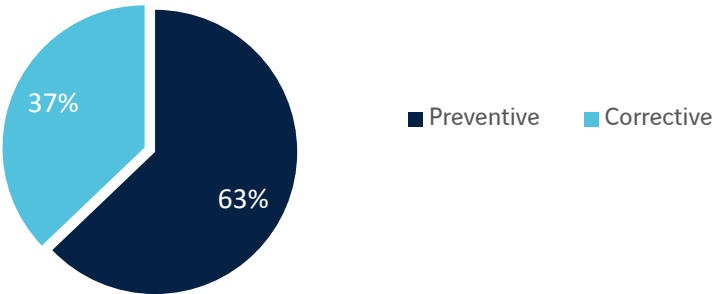
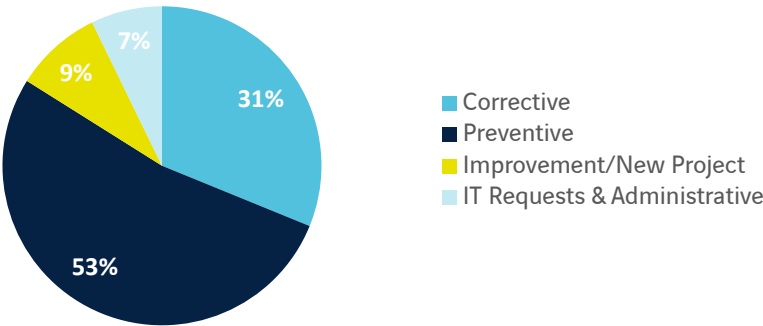
MAINTENANCE ACTIVITIES

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

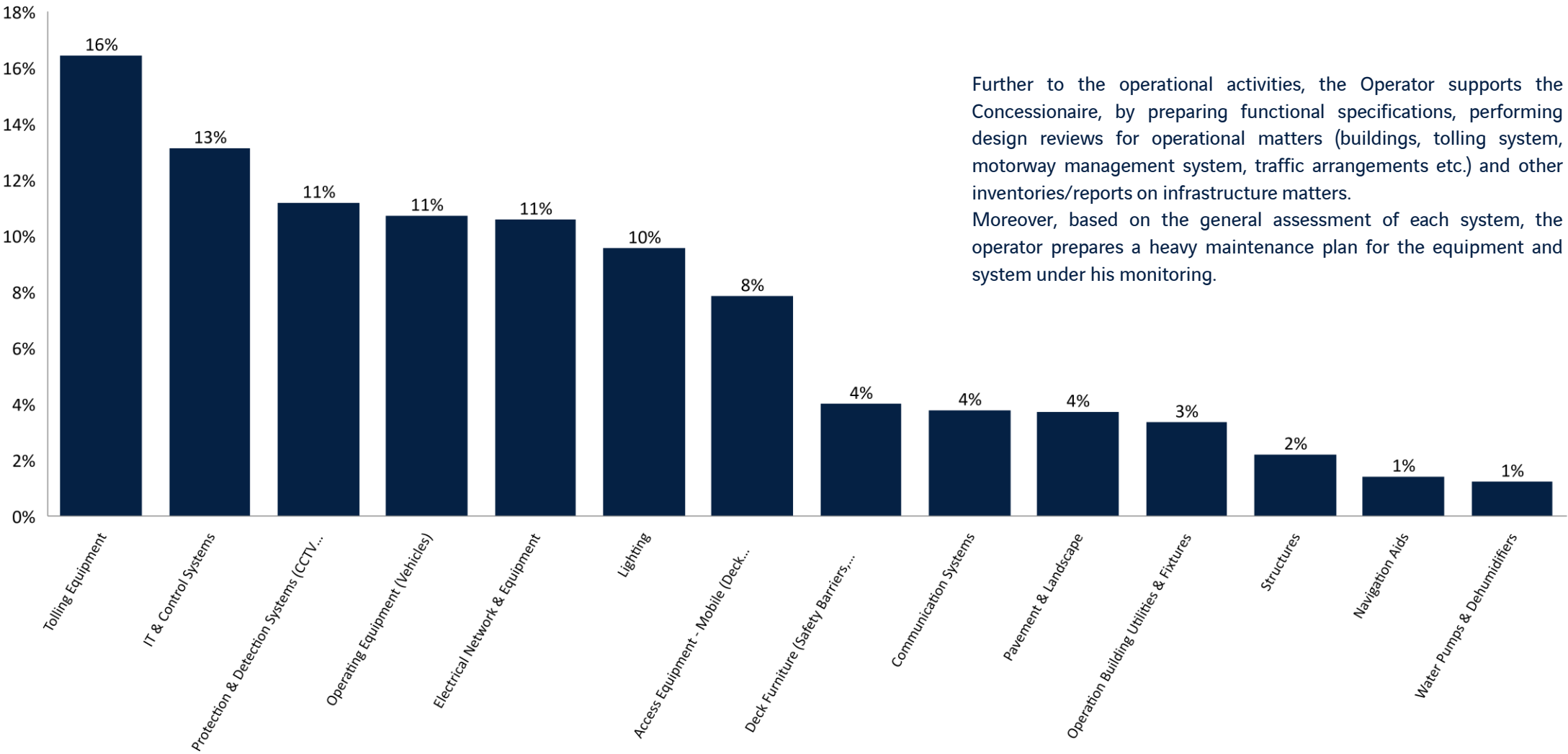
In 2023, there were approximately 4501 maintenance visits (53% preventive, 31% corrective and 9% Improvements/new projects and 7% others) carried out which gave rise to as many intervention reports.

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



MAINTENANCE & TECHNICAL SUPPORT

Time Spent per System for Maintenance (in % of total time):



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.

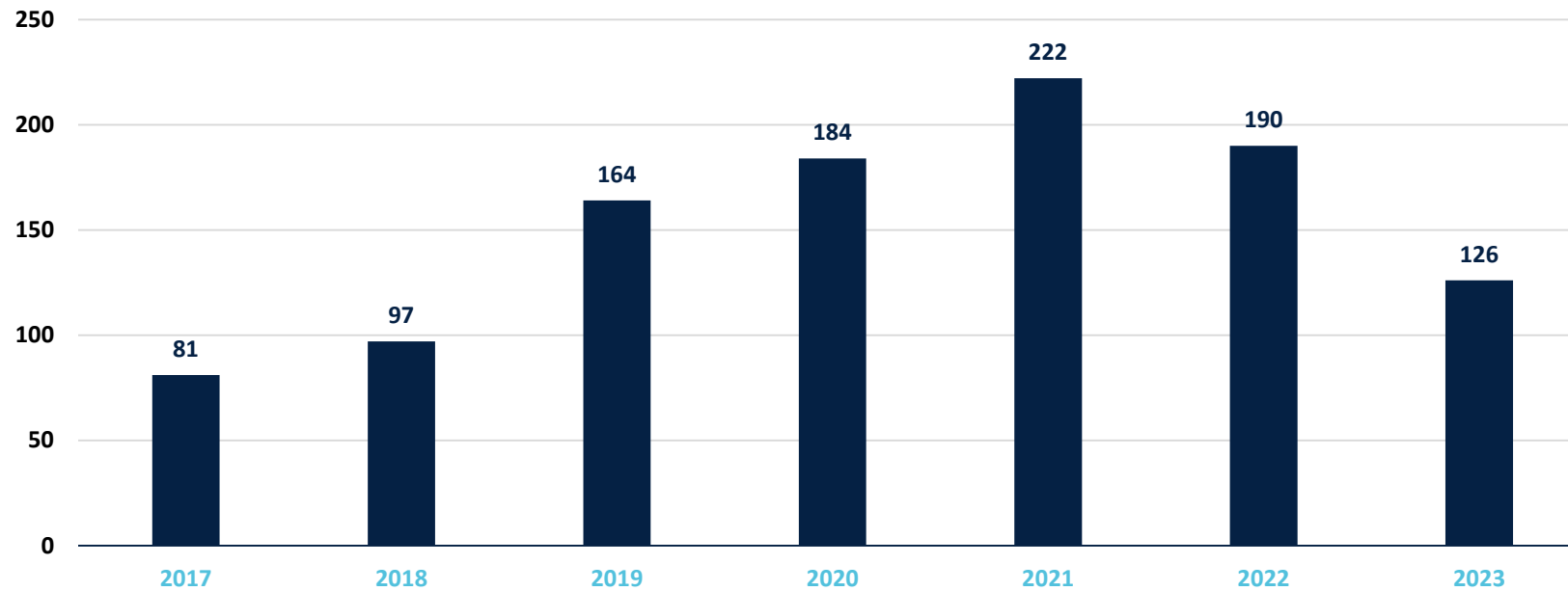
05 CUSTOMER SERVICE

1. Customer Demands
2. Visits
3. Marketing and Promotional Activities

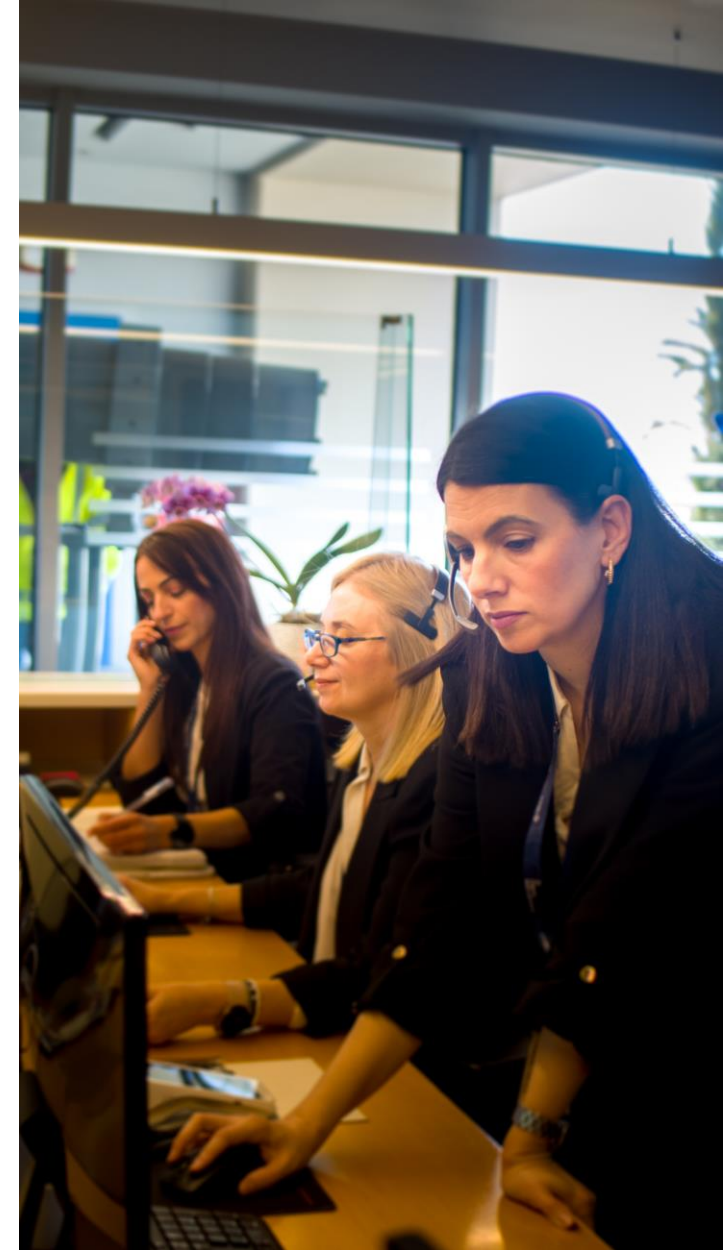
1. CUSTOMER DEMANDS

In 2023, Customer Service received a total of 126 demands for various issues, which were answered in an average of 0,7 working days.

Written demands received

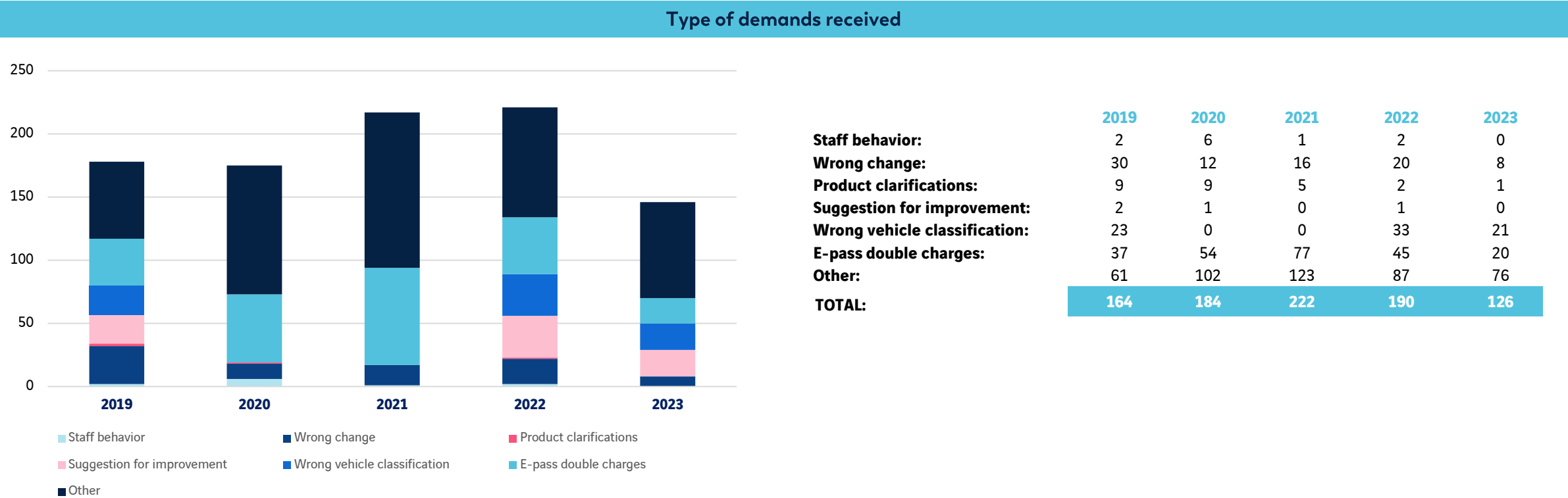


During the same period, the call center received more than 144.600 incoming calls covering various issues, such as provision of information on products and services, reloads of e-pass accounts, information on weather conditions, etc.



1. CUSTOMER DEMANDS

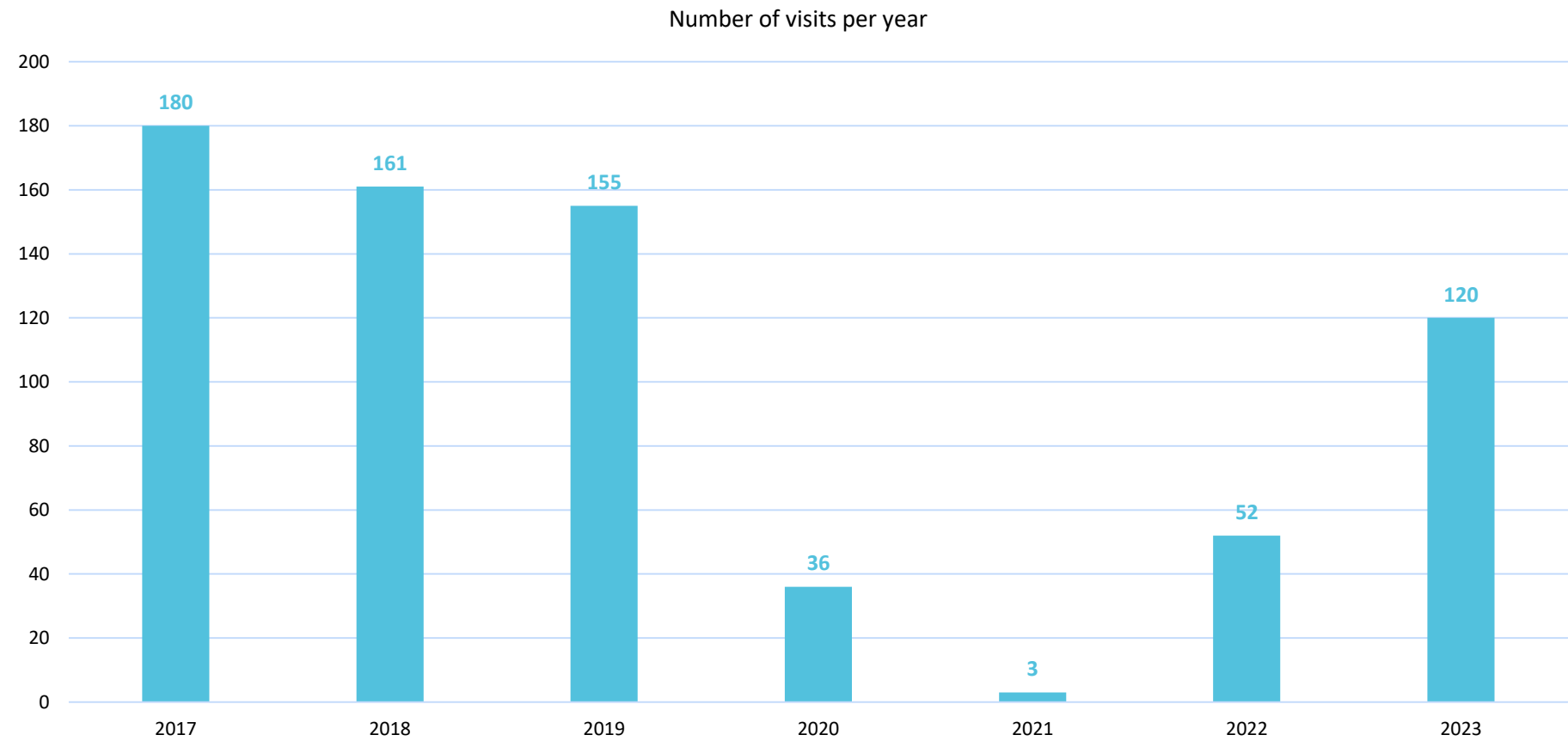
In 2023, Customer Service received a total of 126 demands for various issues, which were answered in an average of 0,7 working days.



6.3% of the demands were about wrong change, while 15.9% were related to cases of double-charges in crossings through electronic lanes. The remaining demands concerned issues such as clarifications regarding the use 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) etc.

2. VISITS

During the year, the Exhibition Center hosted a total of 120 visits (4.758 visitors)



3. MARKETING AND PROMOTIONAL ACTIVITIES

CONTACTLESS TRANSACTIONS

As the online services for e-pass are used from the majority of our subscribers (representing **66%** of reloads in average in 2022 and 2023), we notice that reloads of e-pass accounts through the web was increased from **68%** in December 2022 to **72%** in December 2023, while at the same time, the reloads in lane went from **29%** to **24%**.

Reload of e-pass (transactions)						
	2022			2023		
	Lane	POS	Web	Lane	POS	Web
January	32%	4%	64%	30%	4%	66%
February	32%	4%	63%	31%	4%	65%
March	31%	4%	65%	31%	3%	65%
April	30%	5%	65%	29%	4%	68%
May	32%	4%	65%	31%	3%	65%
June	30%	4%	66%	31%	3%	66%
July	29%	4%	67%	30%	4%	66%
August	27%	4%	69%	28%	4%	68%
September	30%	4%	66%	30%	4%	66%
October	29%	4%	67%	31%	3%	65%
November	30%	4%	66%	32%	3%	64%
December	29%	4%	68%	24%	4%	72%

3. MARKETING AND PROMOTIONAL ACTIVITIES

Customer Satisfaction Survey

In September, we carried out a satisfaction survey of customers visiting the Customer Service office, aiming to:

- Receive anonymous feedback regarding the level of satisfaction and the quality of services provided to the general public by CS representatives.
- Identify opportunities and areas of improvement
- Offer an additional channel to all users to express their views regarding the products or services they received.

A total of 202 respondents participated in the survey giving the following feedback:

Reasons for visiting Customer Services:

- 30% of the total visitors in CS wanted to become e-pass subscribers, while 15% were already customers and wanted to reload their account.
- 11% visited in order to replace a tag another 11% to receive a product they have already ordered.
- 7% came to request information about a product or service.
- 5% came in to place a demand, complaint or suggestion.
- 9% came in to visit the Exhibition Center.

Satisfaction levels from the visit:

- The vast majority (51%) were very satisfied with their visit, while 73% were very satisfied with the employees' attitude.
- 94% of the visitors reported that they received all the information they required from this visit.
- 12% of the visitors of the Exhibition Center were very satisfied with the space and its services, while 13% were indifferent (neither/nor) and a 5% were not satisfied.

The survey included a bonus question regarding the level of knowledge of the visitors about the environmental initiatives of the Bridge. The results were as follows:

- 25% of the respondents were aware about the EV chargers available, while 20% knew that decorative lighting hours have been reduced.
- 13% had noticed the recycling bins provided at the parking spaces and near the entrance of the Exhibition Center, while another 13% noticed the recycling bin for cigarette butts.
- However, almost half of the respondents (47%) were not aware of any environmental initiatives.

3. MARKETING AND PROMOTIONAL ACTIVITIES

Environmental Survey

The relatively low level of knowledge regarding the environmental initiatives, in combination with the plans to design and launch an e-pass product for electric vehicles, lead us to organize a separate survey, which was directed to our e-pass subscribers.

The environmental survey took place in November, with the participation of 1.147 respondents who filled in an online questionnaire. The aims of this survey were:

- To understand our users' habits regarding the protection of the environment
- Identify ways to extend our existing strategies
- Identify new services and initiatives that we can offer

The key results included:

- 67,57% of the respondents find the conservation of the environment extremely important, while only 1,13% find it not important at all.
- In order to reduce their environmental footprint, the majority of the respondents focus their efforts on recycling (35%) and reducing their energy consumption at home (32%).
- 20% of the respondents are aware of the company's efforts to protect biodiversity and reduce its carbon footprint, while 14% are aware of the zero waste to landfill initiative.
- 18,6% are aware that street lighting has been replaced with LED lamps, 15,3% have noticed the EV chargers at the parking spaces on East and West sides, 13,4% knew that the hours the decorative lighting is on has been reduced and 11,9% have noticed the recycling bins in the public areas.
- 35% strongly supports eco-mobility solutions, while 44% support it but they have some reservations about it. Only 3% state that they do not support it all.

With regards to the respondents' engagement with eco-mobility solutions, they replied the following:

- 9% of the population owns some kind of electric vehicle, while 44% of those who don't are considering buying one in the future and 47% are not having such plans.
- From those who own an electric vehicle, 3% have a Hybrid car, another 3% an e-scooter, and 1% have a micro electric car.
- When asked which means of transport they use every day, 34% replied that they use a bicycle, 29% the metro, 22% buses, 11% trains and 4% a e-scooter



3. MARKETING AND PROMOTIONAL ACTIVITIES

National customer service week – Open Day

In October, as part of the National Customer Service Week organized every year by the Hellenic Customer Service Institute (EIEP), an exclusive "behind the scenes" tour was organized to 31 customers following a draw, to see first-hand how we operate and maintain the project.

The participants had the opportunity to visit places such as the Traffic Management Center and the M4 pylon, which are not accessible to the general public, and at the same time meet representatives of various job positions, like the Customer Service team and the Traffic Safety Officers and learn about their daily routines at the Bridge.






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