

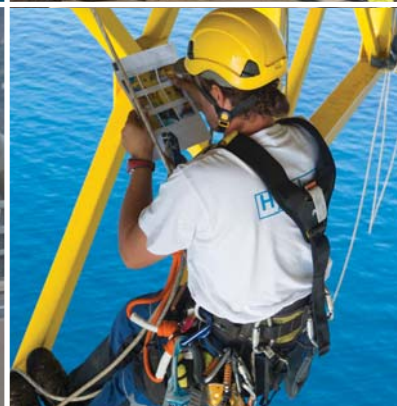
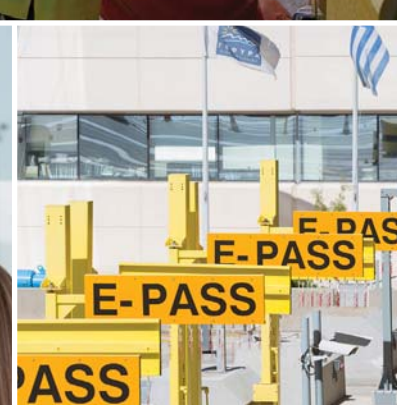
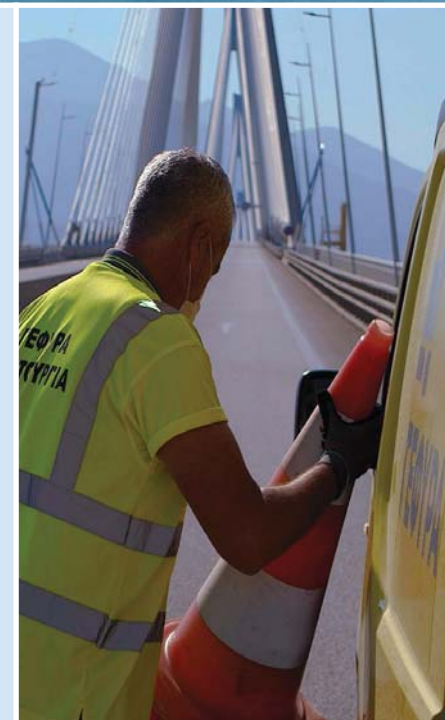
RION - ANTIRION BRIDGE "CHARILAOS TRIKOUPIIS"



ANNUAL OPERATION  
**REPORT**  
2021



**GEFYRA**  
LITOURGIA



# PREFACE



**2021 was the 17th 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, which thousands of drivers enjoy every day.

**In 2021,** traffic still presented an important decrease by 12.5% compared to 2019, the last full year before the outbreak of the world pandemic of COVID 19. Nevertheless, the figures for the 2nd half of 2021 show a return to a certain normality.

**2021 was a year of transition** as we continued to adjust to the pandemic by constantly adapting our controls, hygiene practices and social distancing procedures to ensure employee safety and business continuity.

**2021 has also confirmed the trends towards ever more electronic tolls:**

- ETC penetration continues steadily, exceeding thus 37% of the total annual transactions (33% last year).
- Payment with our webservice reaches 29% (23% last year) of the total revenue after 2,5 years of implementation.

Gefyra Litourgia received successfully the first re-certification audit regarding the ISO standards 9001:2015, 14001:2015 and 45001:2018.

**Finally, 2021 was an opportunity for us to reaffirm our commitment to environmental protection** by starting our "zero waste to landfill" approach.

**For the year 2022, the company will focus its action around 2 axes:**

- improving electronic toll services by upgrading for example our lane equipment to achieve a better fluidity or by launching a new website to improve the customer experience
- Reducing our environmental footprint by targeting the "zero waste to landfill".

Of course, our development fits with an unquestionable **priority to human being, user and employee meaning:**

- the provision of high-quality services and road safety for the users,
- occupational health and safety, meritocracy, equal treatment and ongoing training for the employees.

*Benoit Le Bouville*

Managing Director and  
General Manager

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# HIGHLIGHTS OF 2021

- ▶ **In February:** During the period 11 - 15/2, Greece experienced a severe weather phenomenon with the name "Midia". The Operator's response mechanism was activated based on the Winter Maintenance procedure.
- ▶ **In April:** Customer Services opening hours were reduced and the department was closed on Sundays.
- ▶ **In May:** (14/05/21) with government decision, the curfew for interstate travel was lifted and thus allowed the free travel between prefectures of Greece without restrictions.
- ▶ **In May:** (06/05/21), 50 individuals possibly members of political movement "PAME" invaded the toll station in both directions with the purpose of performing a demonstration.
- ▶ **In June:** (19/6/21). The 10hrs aller-retour card was activated.
- ▶ **In June:** (02/06/21) removal of the Antirion VMS took place for scheduled maintenance works. The VMS was reinstalled in 11/06/22.
- ▶ **In June:** (24/06/21) there were scheduled works for the restoration of the sign gantry and the VMS at the south concession limit - Rion side.
- ▶ **In July:** The fires in Achaia and the traffic interruption on Olympia Odos motorway resulted to receiving customer demands for complaint and requesting refund of tolls paid for the second time.
- ▶ **In September:** (20/9/2021) was Vinci's Environment Day. Workshops were held during the day with the participation of staff.
- ▶ **In September:** For the 3rd consecutive year Vinci Concessions / Vinci Highways organized the **Safety week** between the dates 27/09 - 1/10. GLSA organized various activities throughout the week, taking into consideration the sanitary crisis of the Covid-19 pandemic and the various state restrictions applied. This year's guest was a mountaineer Spiros Soulis who conveyed his experience on preparedness, organization and having adequate resources.
- ▶ **In October:** Participation in the National Customer Service Week, by organizing a "behind the scenes" visit to selected e-pass customers. An online campaign ran, in which our staff members talked about the challenges they face at work but also the satisfaction they get when serving a customer.
- ▶ **In November:** Extended bad weather with torrential rain and a storm surge on 29th November caused flooding in Rion side coastal area.
- ▶ **In November:** Blood donation was coordinated by the trade union in co-operation with the University Hospital of Rion.
- ▶ **In December:** Gefyra Litourgia received external auditors for the recertification audit regarding the **ISO standards 9001:2015, 14001:2015 and 45001:2018.**
- ▶ **In December:** (31/12/21) was the last working day for two employees of Gefyra Litourgia, one from maintenance dept. and one from operation dept, after 17 years, due to retirement.



# Other Events...

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## ▶ Traffic Incidents During 2021:

No impact on traffic: **9 incidents**

With impact on traffic: **1 incident**

December: 23 mins of traffic suspension towards Rion.

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▶ **Strong wind events: 8 events** occurred during 2021 with a total duration of 203 hours.

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▶ **Ferry operation: 17 ferry closures** took place during 2021, out of which 9 were due to strong winds and 8 due to other factors.

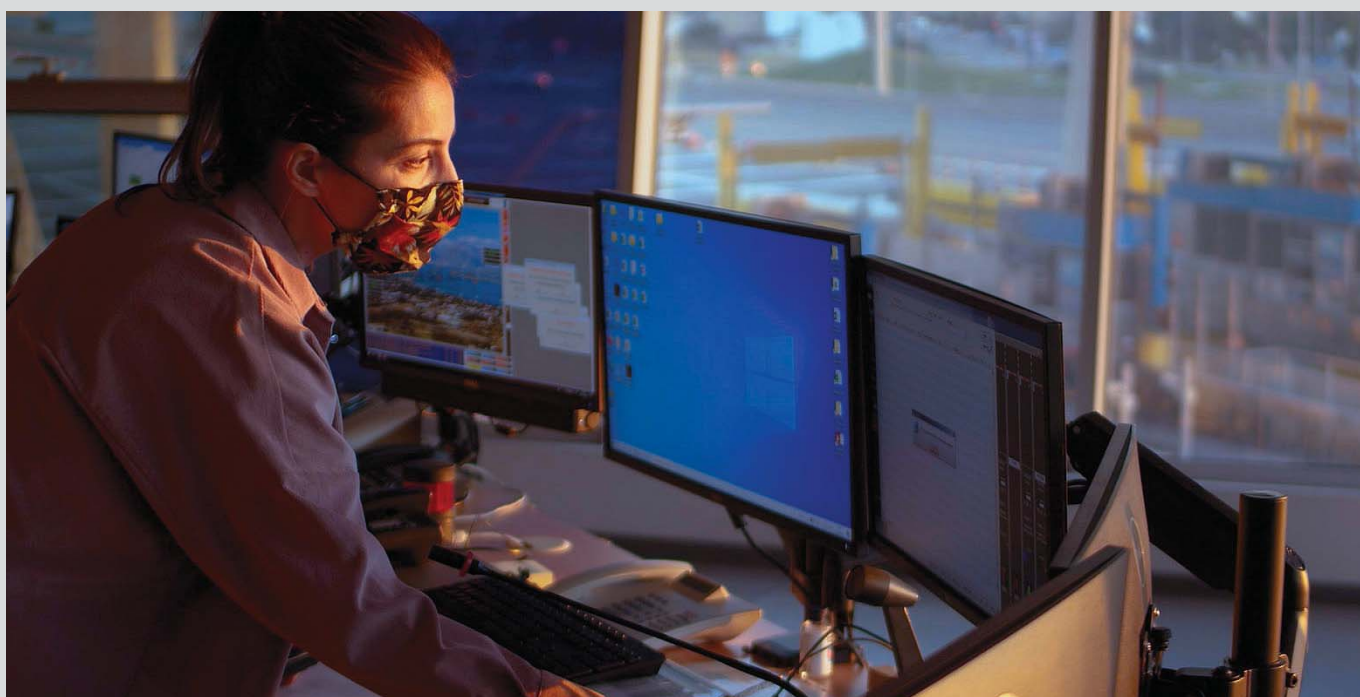
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# HISTORY

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





|             |                  |  |
|-------------|------------------|--|
| <b>2020</b> | <b>March:</b>    | <ul style="list-style-type: none"> <li>• <b>Covid-19 outbreak</b></li> <li>• Exhibition center closure due to Covid-19</li> <li>• Promotion of on-line services</li> </ul>                           |
|             | <b>April:</b>    | <ul style="list-style-type: none"> <li>• Reduction of customer services opening hours</li> </ul>   |
|             | <b>May:</b>      | <ul style="list-style-type: none"> <li>• Minimum reload of e-pass for cat.2 in lane changed (from 25€ to 40€)</li> <li>• Creation of product allowing free crossing for staff of hospital</li> </ul> |
|             | <b>June:</b>     | <ul style="list-style-type: none"> <li>• Activation of cat.2 “Aller-retour” on tag</li> </ul>  |
|             | <b>July:</b>     | <ul style="list-style-type: none"> <li>• Launch of KTEL PASS on tag</li> </ul>   |
|             | <b>November:</b> | <ul style="list-style-type: none"> <li>• Nea &amp; Kentriki odos, Ionia odos and Egnatia odos joined the GRITS network</li> </ul>  |

# PART 01



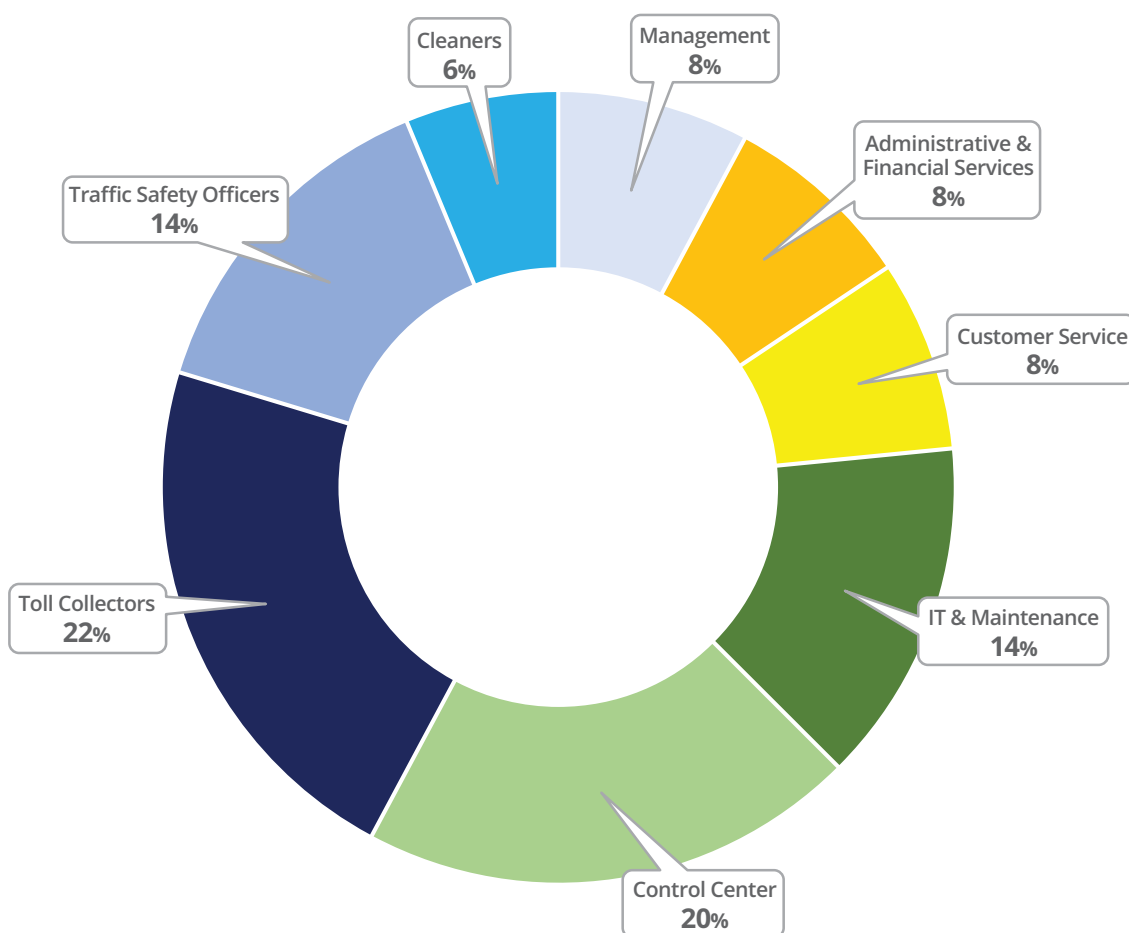
## GENERAL ORGANIZATION OF THE OPERATOR

# 1. HUMAN RESOURCES

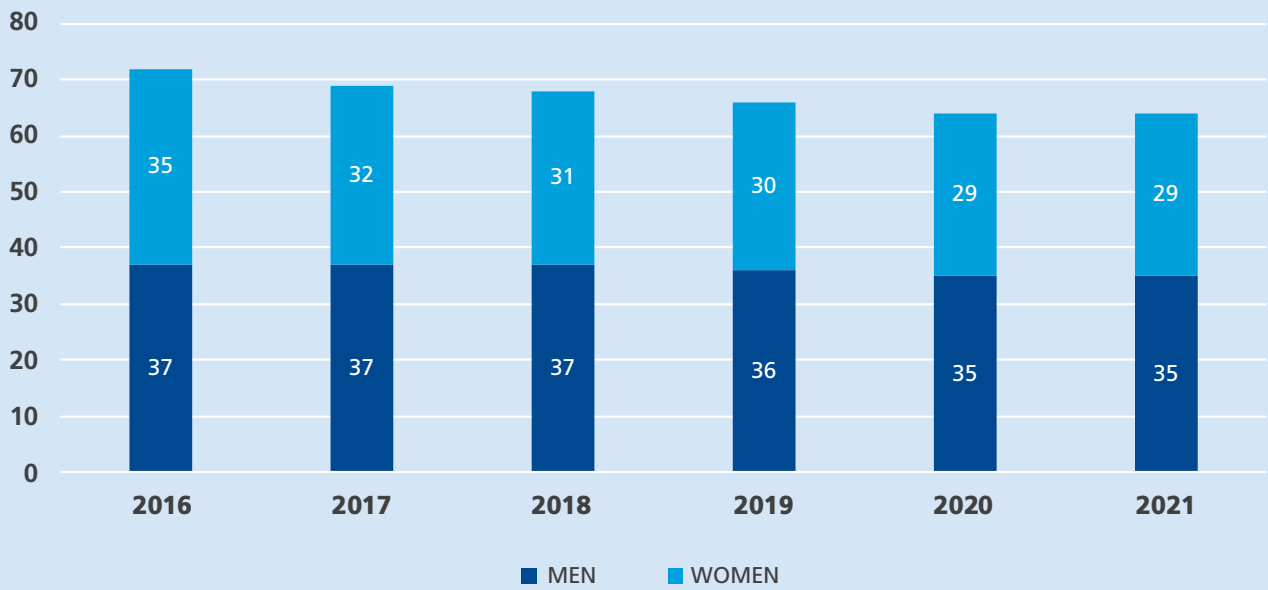
The total number of employees at the end of 2021 is 64, with 64% of them covering front line positions, such as toll collectors, customer service clerks etc.

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

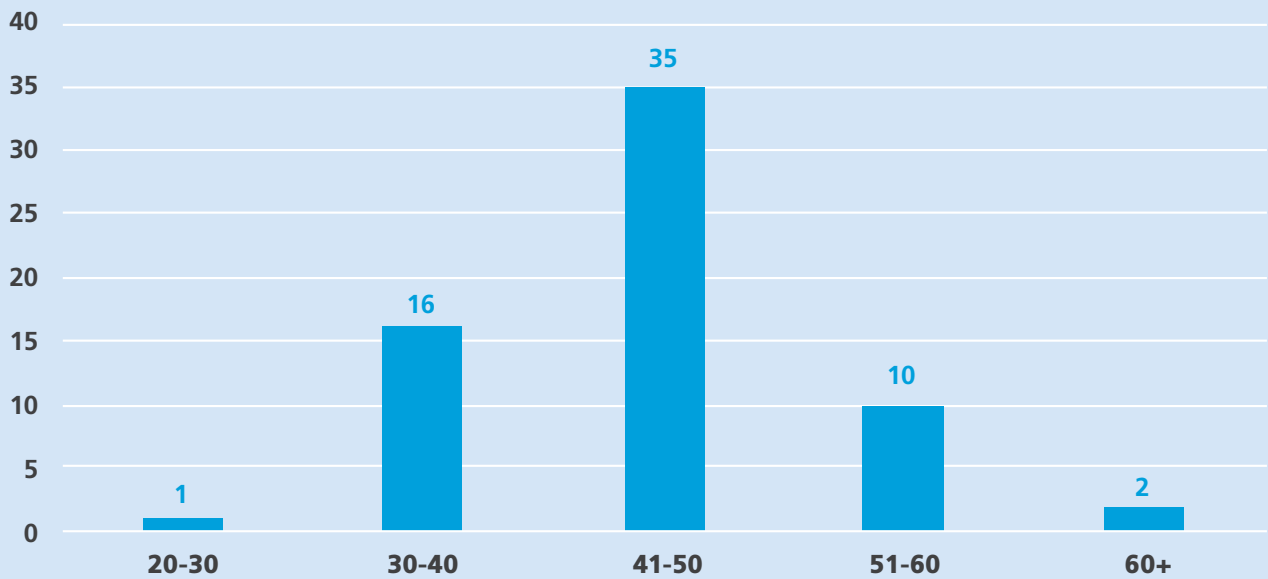
Head Count 2021:



## Evolution of Permanent Staff & Breakdown by Gender:

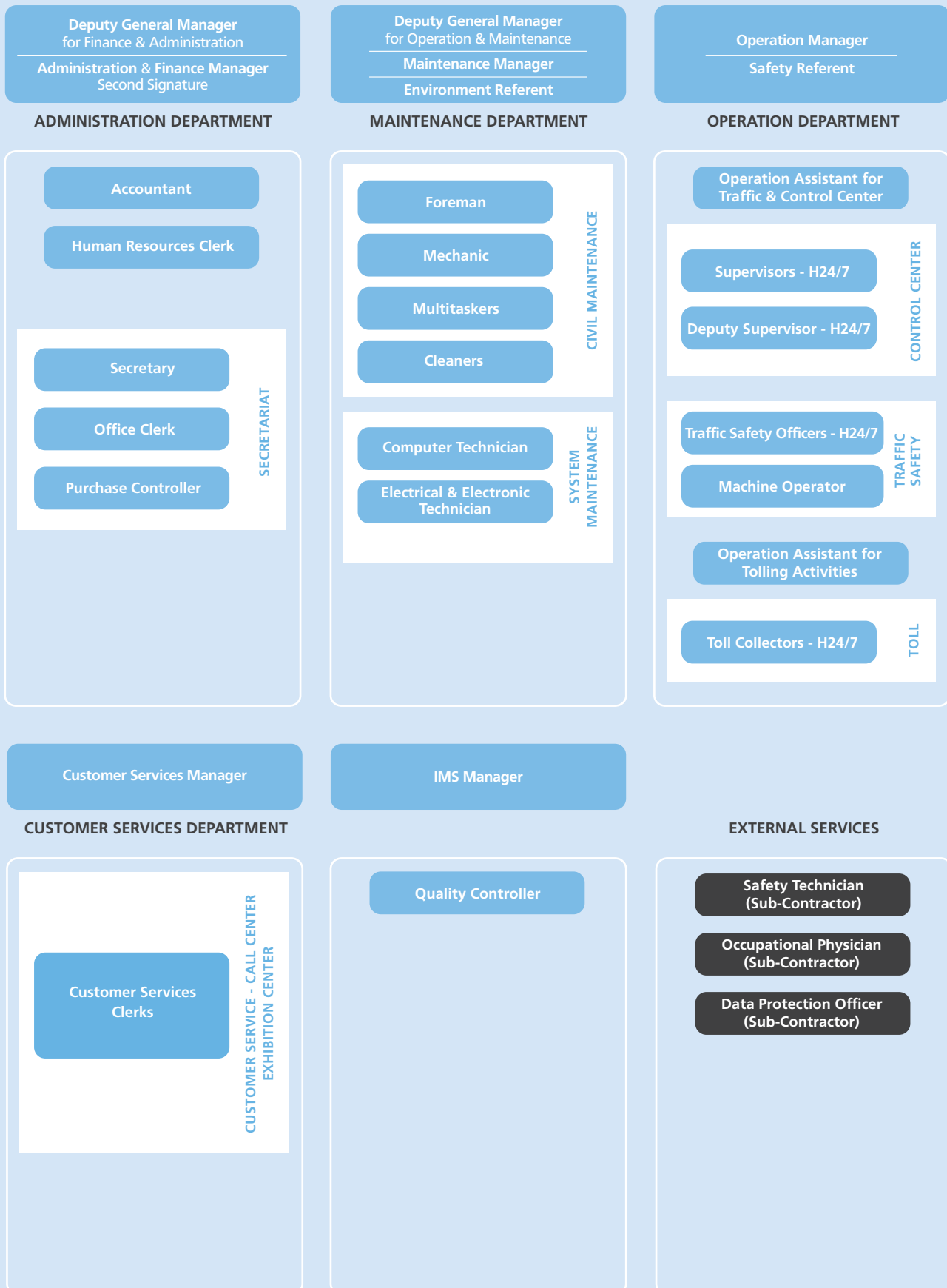


## Age 2021:



| Evolution - Number of permanent positions (31/12) |    | EFT SEASONAL |
|---|----|--------------|
| 2016  | 72 | 4,40         |
| 2017  | 69 | 7,18         |
| 2018  | 68 | 10,87        |
| 2019  | 66 | 7,67         |
| 2020  | 64 | 3,81         |
| 2021  | 64 | 4,26         |

## Managing Director & General Manager



## 2. 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.



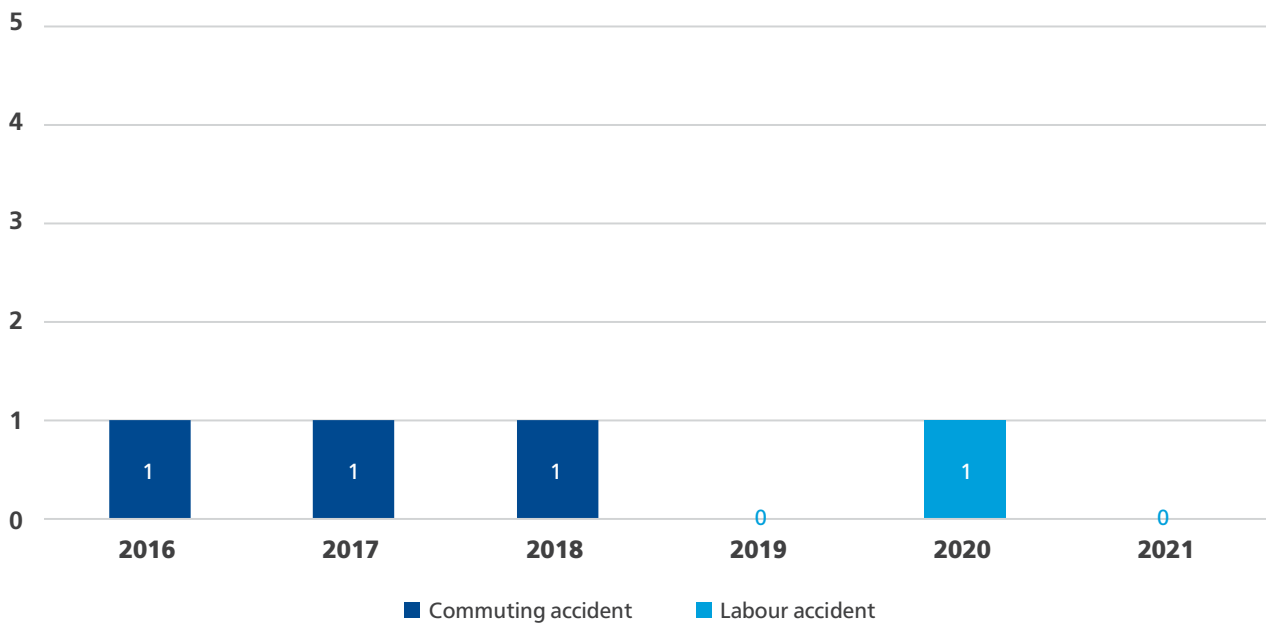
In 2021 we successfully received the first re-certification audit.



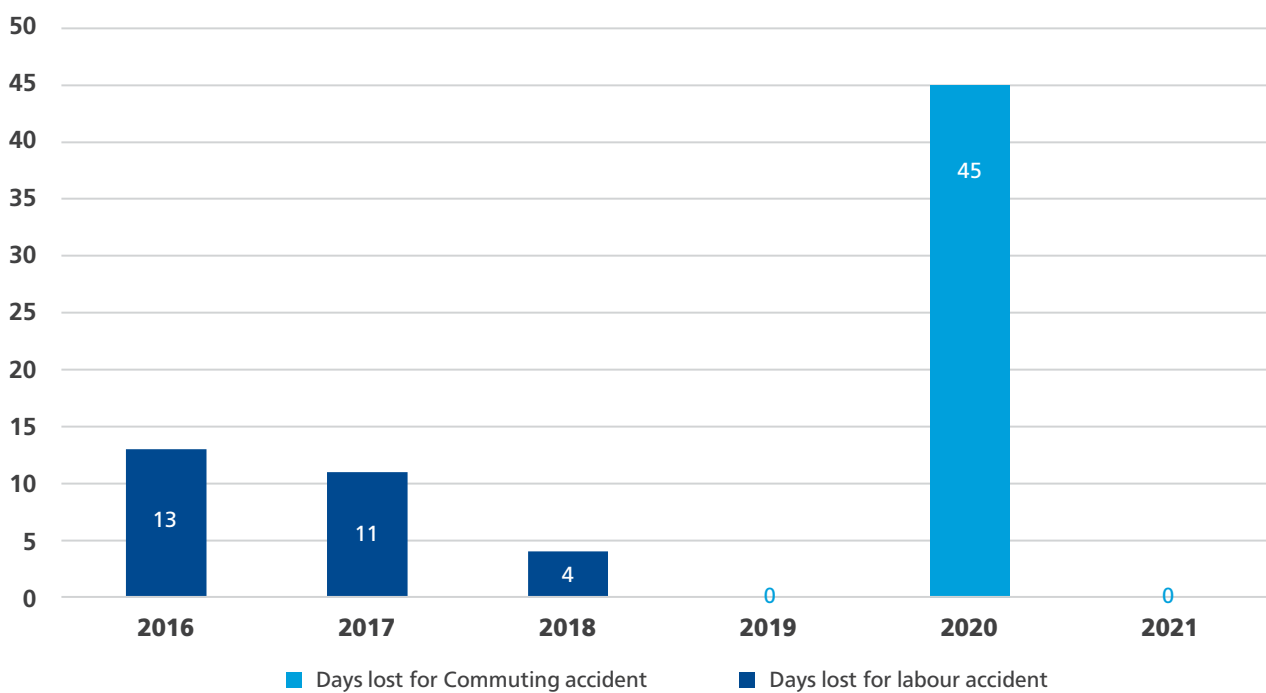
## BREAKDOWN OF ACCIDENTS

The following tables present the number of accidents, the lost workdays per year and per type and the frequency and gravity rate [since 2016](#).

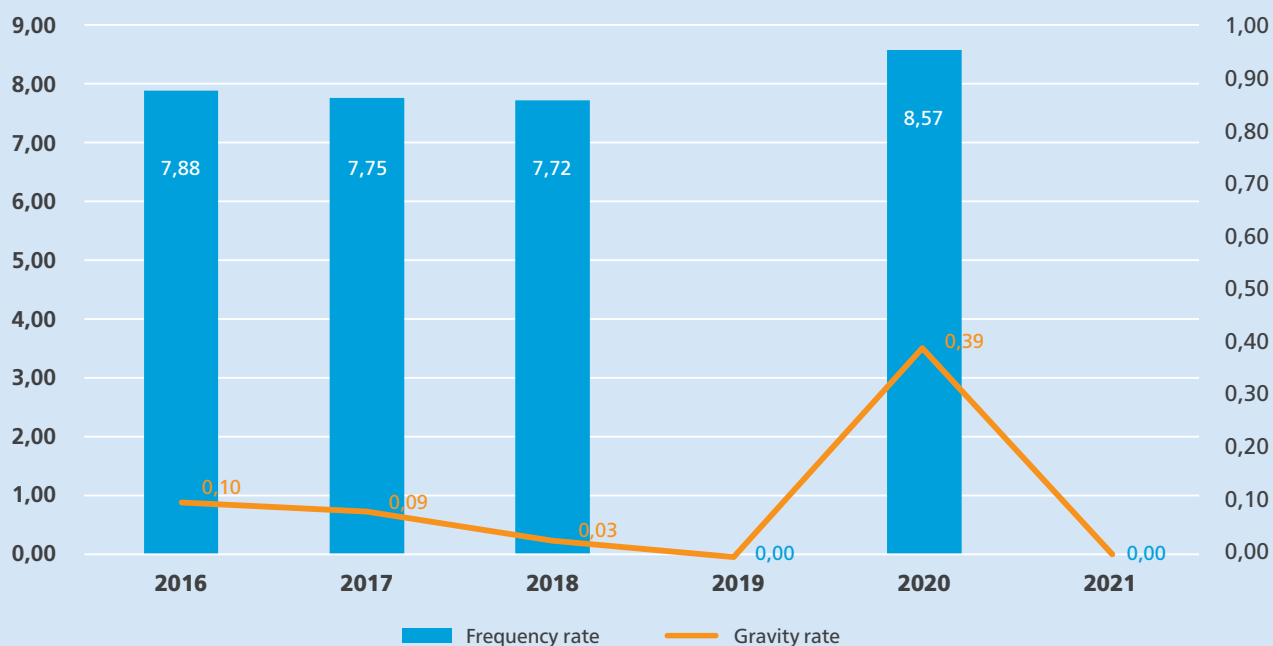
Number of Accident per Year:



Days Lost per Category of Accident and per Year:



## Frequency Rate and 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.

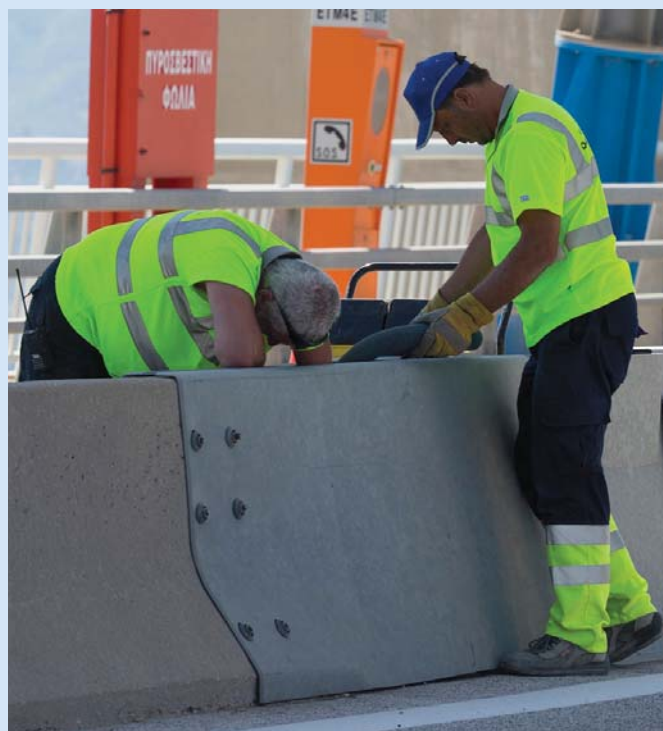
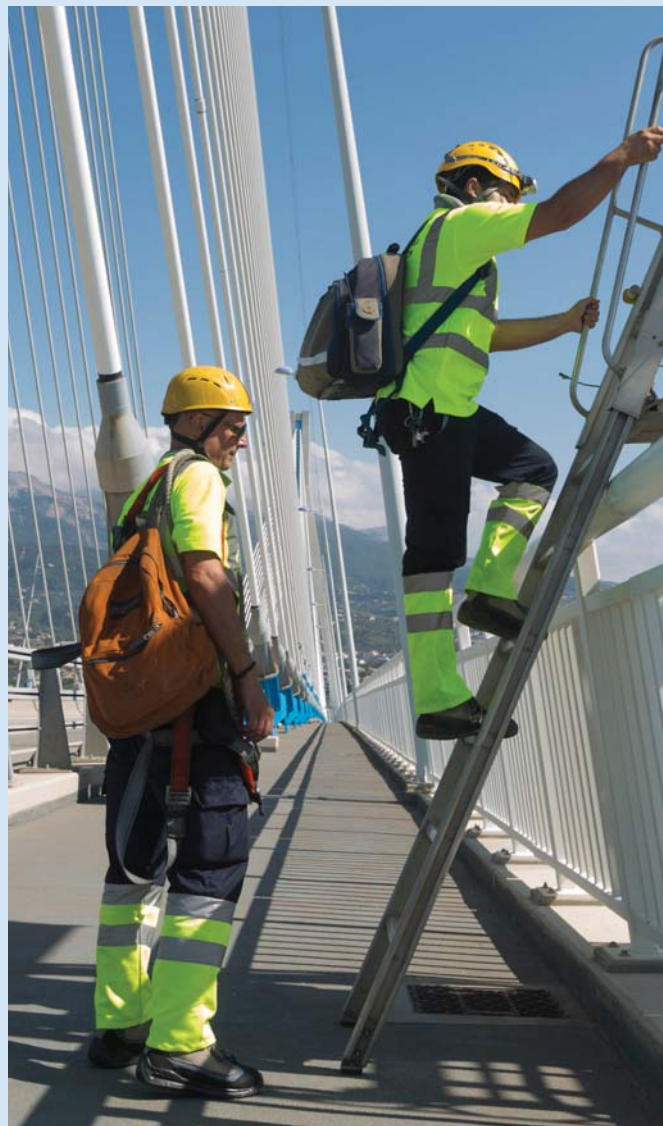
## ANALYSIS OF OH&S ACCIDENTS

| 2021          | Commuting Accident | Labour Accident | Lost Workhours |
|---------------|--------------------|-----------------|----------------|
| 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          | 0                  | 0               | 0              |
| August        | 0                  | 0               | 0              |
| September     | 0                  | 0               | 0              |
| October       | 0                  | 0               | 0              |
| November      | 0                  | 0               | 0              |
| December      | 0                  | 0               | 0              |
| <b>Total:</b> | <b>0</b>           | <b>0</b>        | <b>0</b>       |



## OCCUPATIONAL H&S DRILL

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



# 3. ENVIRONMENT

Responding to the climate emergency, **GEFYRA Litourgia** is acting faster to reduce its impact, transform its businesses and create innovative solutions.

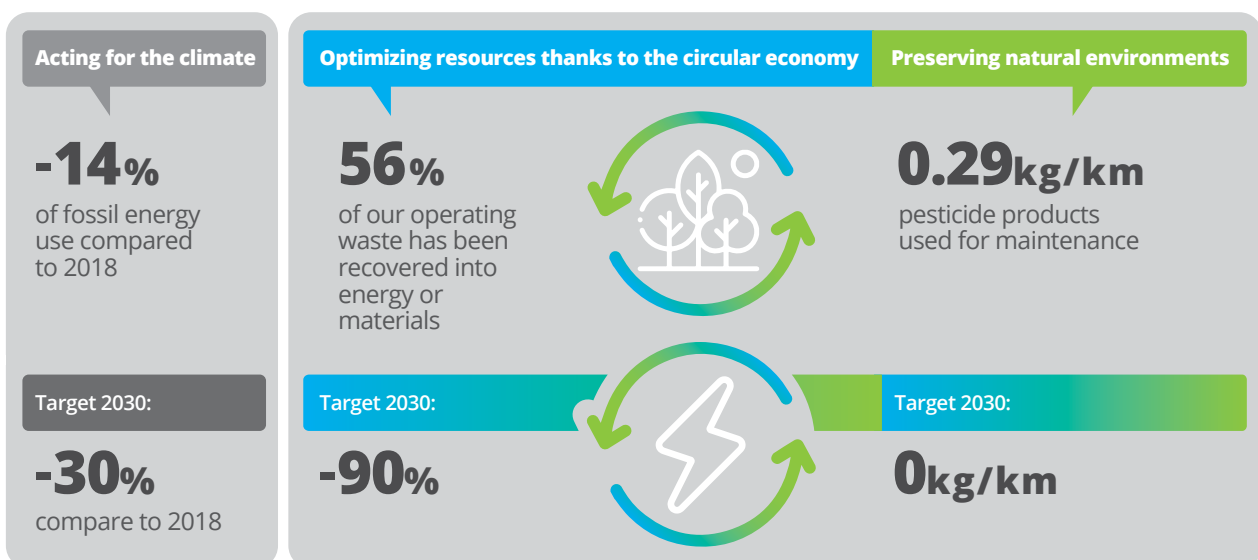
**We aim to play an active role in the ecological transition of living environments**, infrastructure and mobility systems.

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 emissions.
  - 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 2021 are Summarized below:



# INTEGRATED ENVIRONMENTAL MANAGEMENT SYSTEM & CERTIFICATION

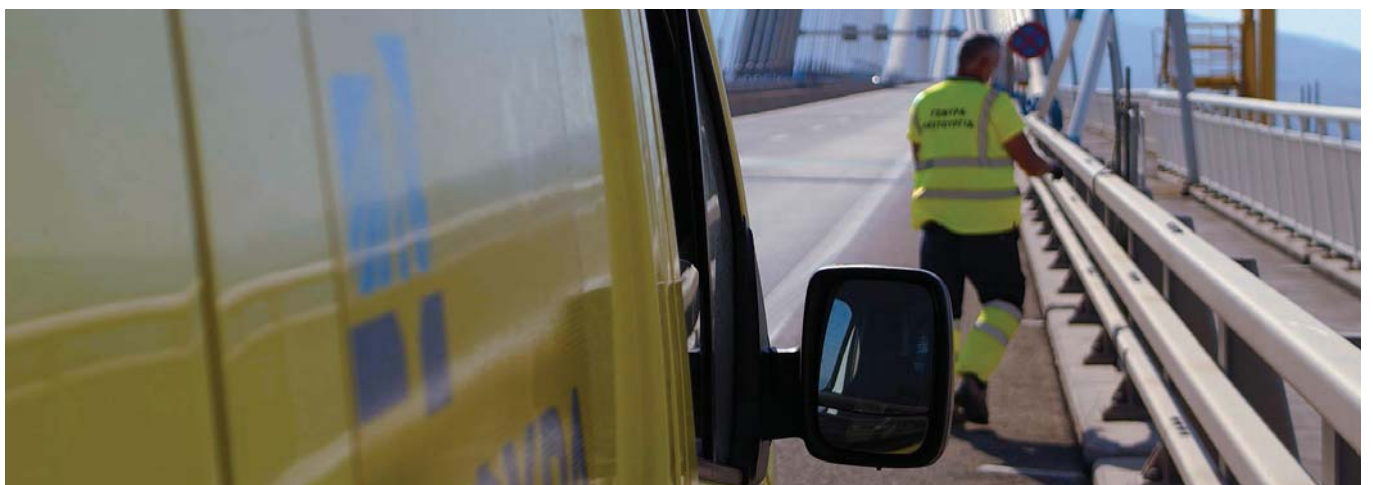
In order to comply with the Project's environmental terms and the implementation of an Environmental Policy, **Gefyra Litourgia** has elaborated **an environmental management system taking into consideration activities associated to both normal and abnormal operation and conditions, for:**

- ▶ controlling, monitoring and dealing with the 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 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 2021 we successfully received the first re-certification audit.





## PROJECTS

In the context of better waste management, but also in an effort to reduce energy consumption, the following actions were taken:

### In terms of waste management:

#### ► Special collection bins were installed for the following:

- A4-A3 paper, aiming of recycling it at the source.
- Clothing (work clothes and general collection of clothing) and work shoes.
- Recycling bins (paper-plastic-aluminum-other waste) were placed in the customer parking lots.
- Additional bins for the separation of recyclable materials (paper-plastic-aluminum-other waste) were placed in the operation building.
- Organic waste bins were placed on all levels, in order to compost them through a new composter.

#### ► Carton recycling at source has started.

### In terms of communication

- Signage was placed on the (power) switches with messages urging employees to close both the power switches when leaving the workplace and the water supply (taps) when leaving the restroom and kitchen.
- Informative e-mails were sent to all employees regarding the installation of new bins and the correct disposal of waste.
- Employees were also informed about recycling and energy saving on Vinci's environmental day which took place in September.

# WASTE MANAGEMENT

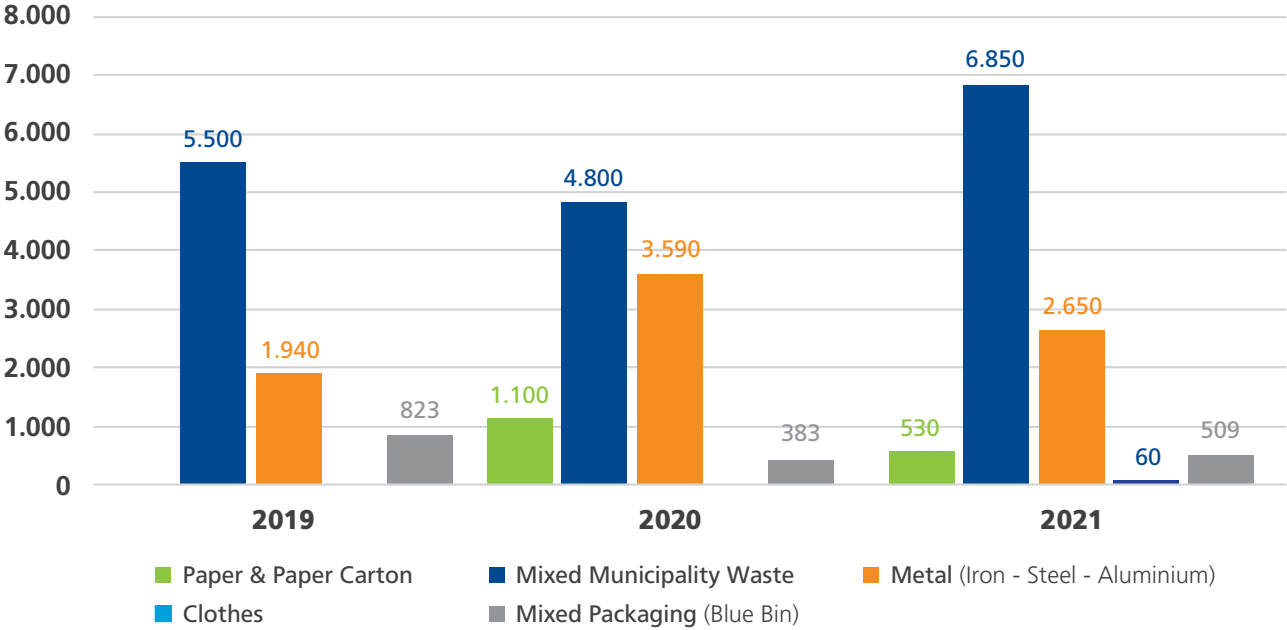
GLSA has implemented a recycling program which includes waste arising from the operation and maintenance of the project, such as electrical and electronic equipment, paper, toner, batteries, metals, etc.

The Following Icons Presents the Total Amount of Waste Collected During 2021:

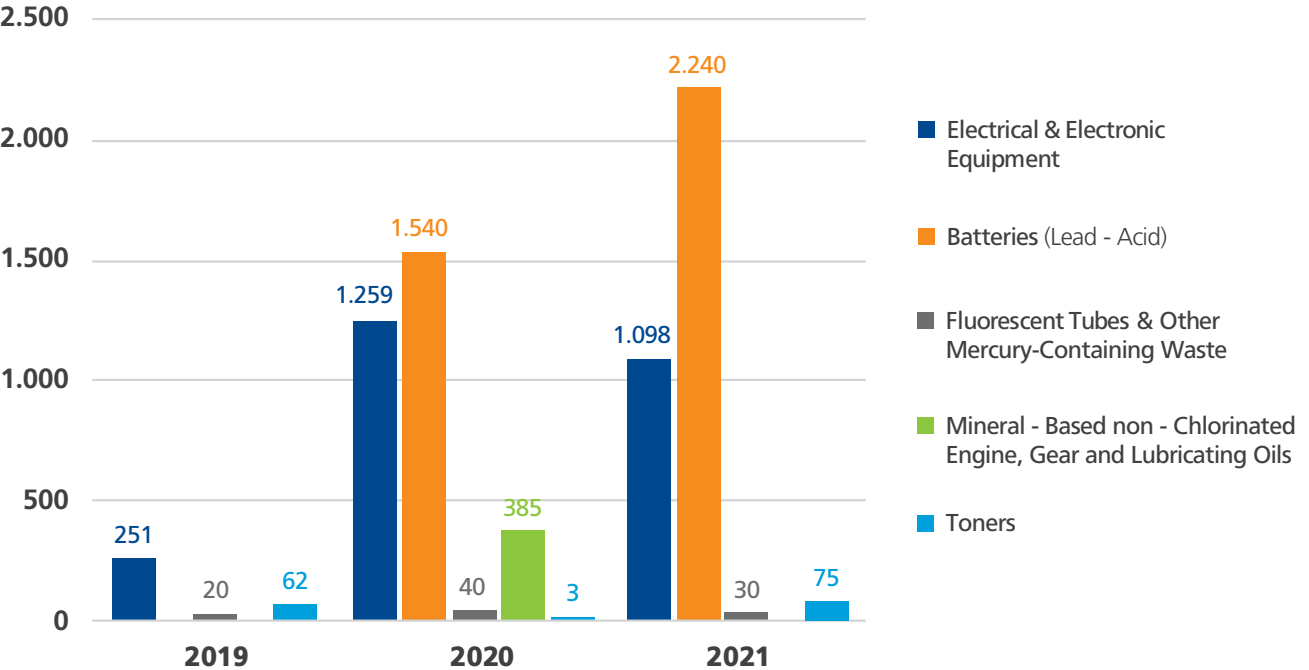




Quantity (KG) of Non-Hazardous Waste Recycled:



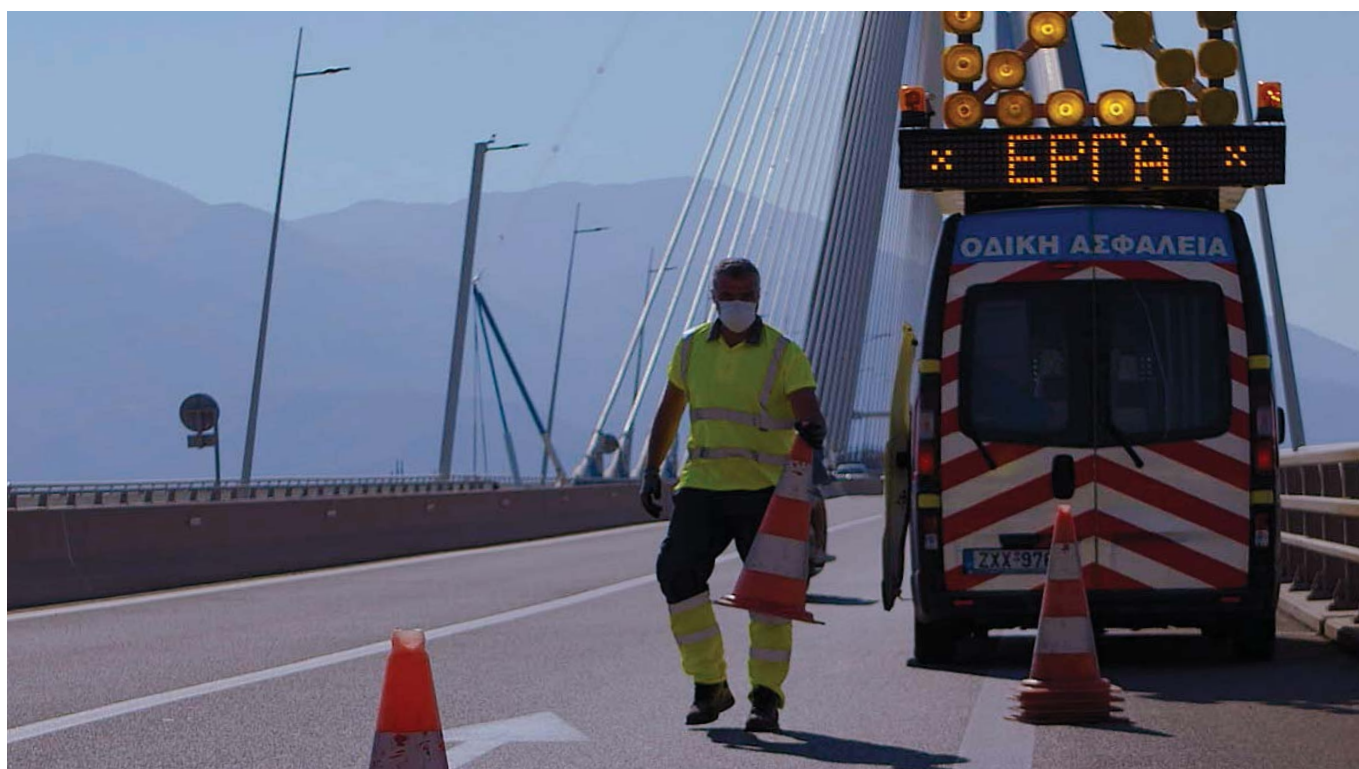
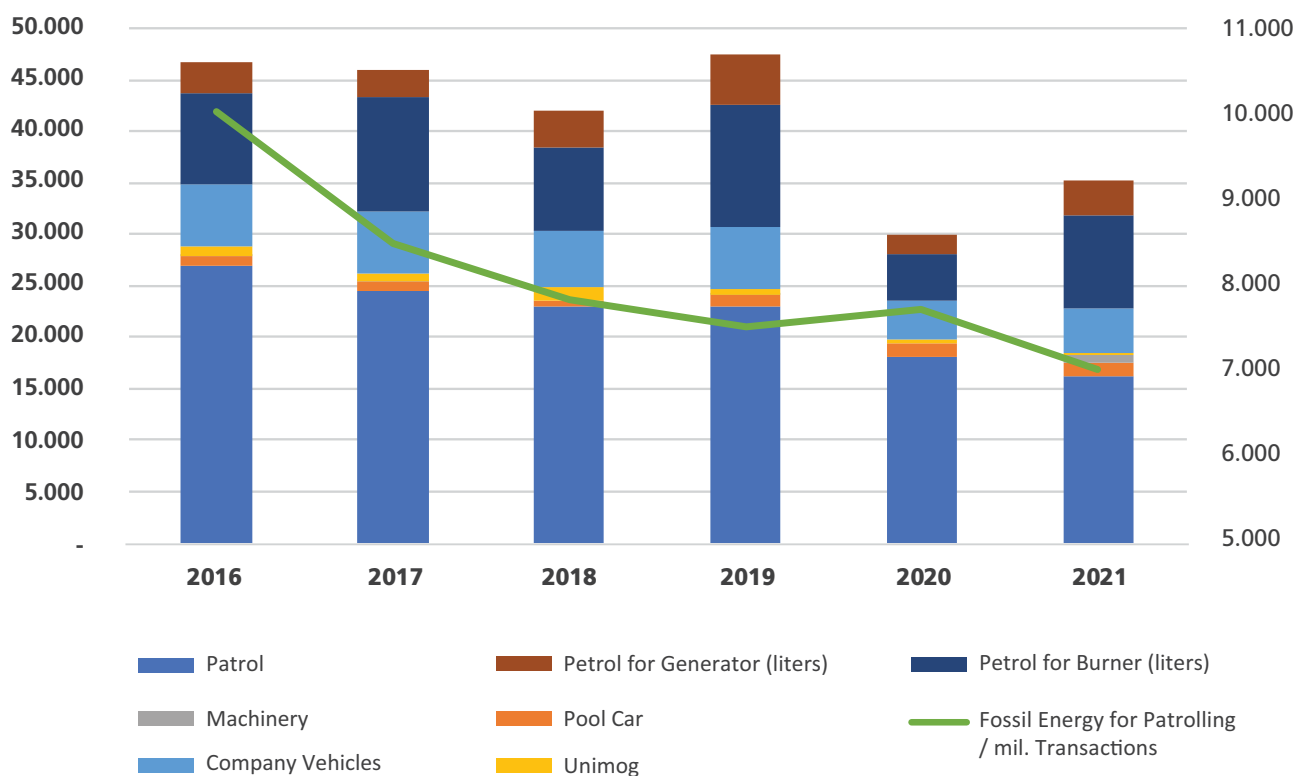
Quantity (KG) of Hazardous Waste Recycled:



# FOSSIL ENERGY CONSUMPTION

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

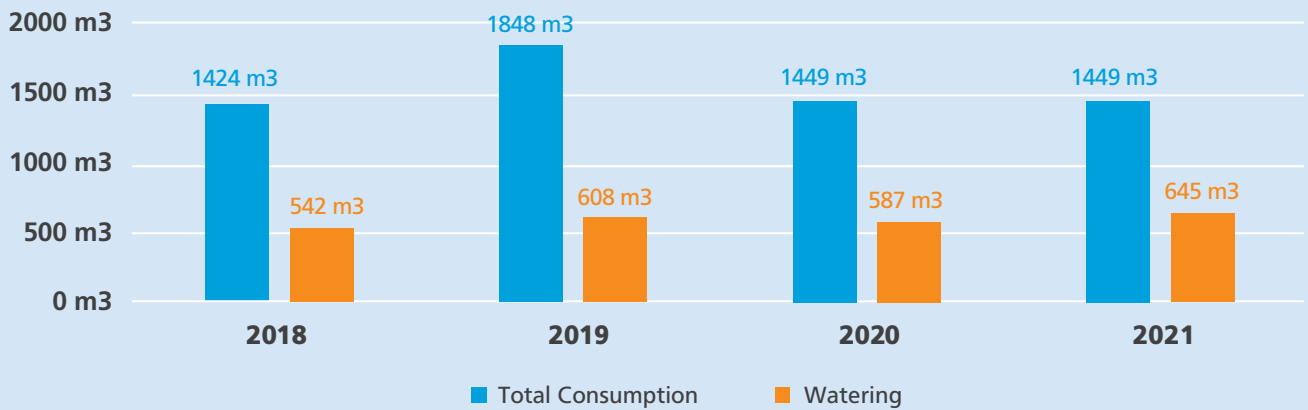
Fossil Energy Consumption (in liters):



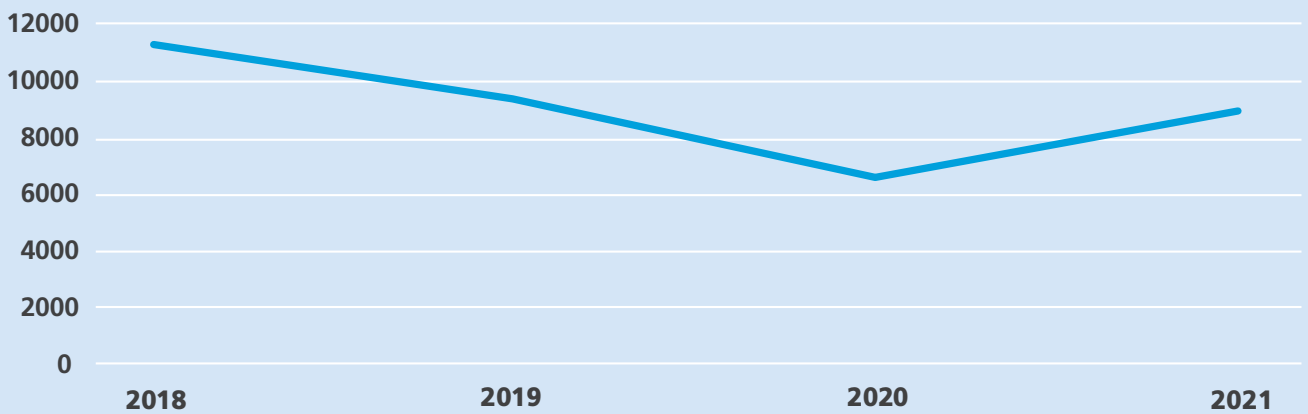
# WATER CONSUMPTION

The following table presents the total water consumption since 2018. A small increase in watering was observed in 2021 in comparison to 2020. The total consumption of water is stable since 2020.

Water Consumption in m3:



Water Consumption in Operation Building (liters per full time equivalent):



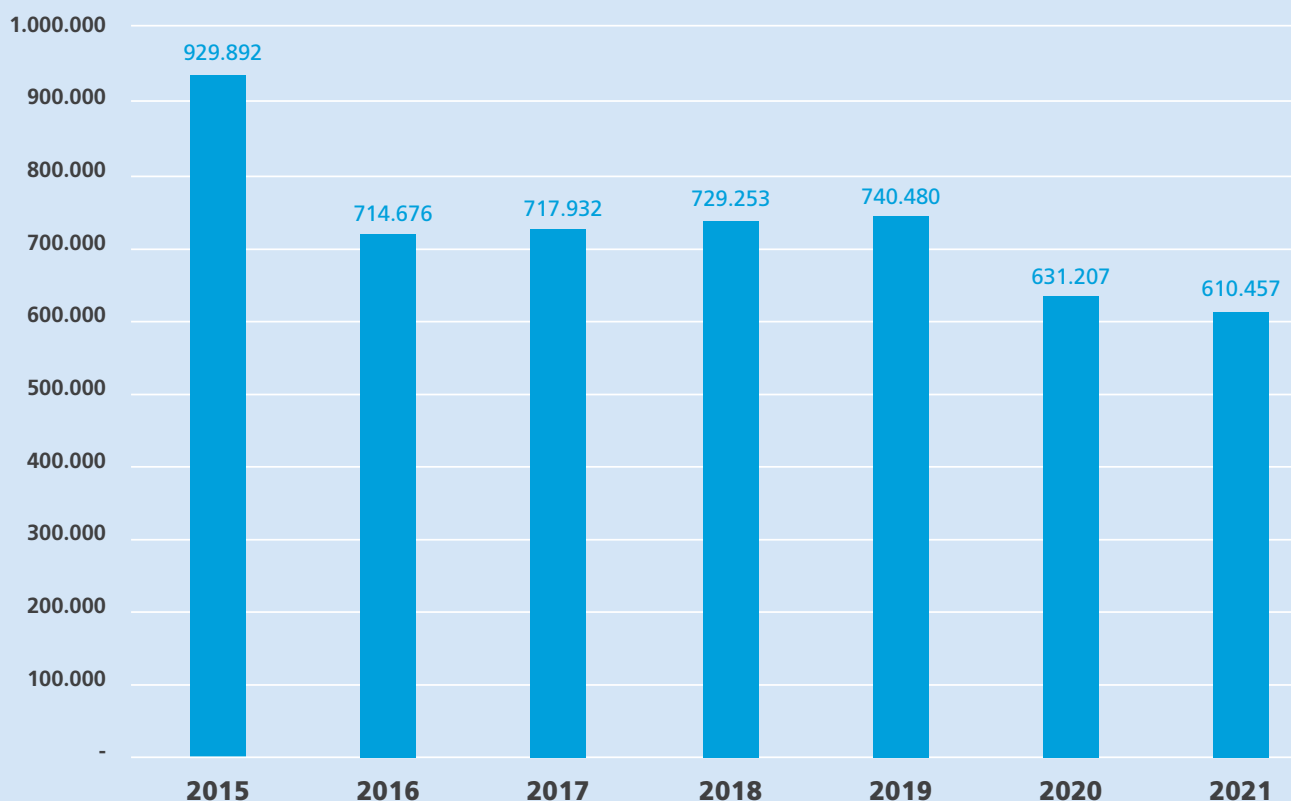




## ELECTRICITY CONSUMPTION

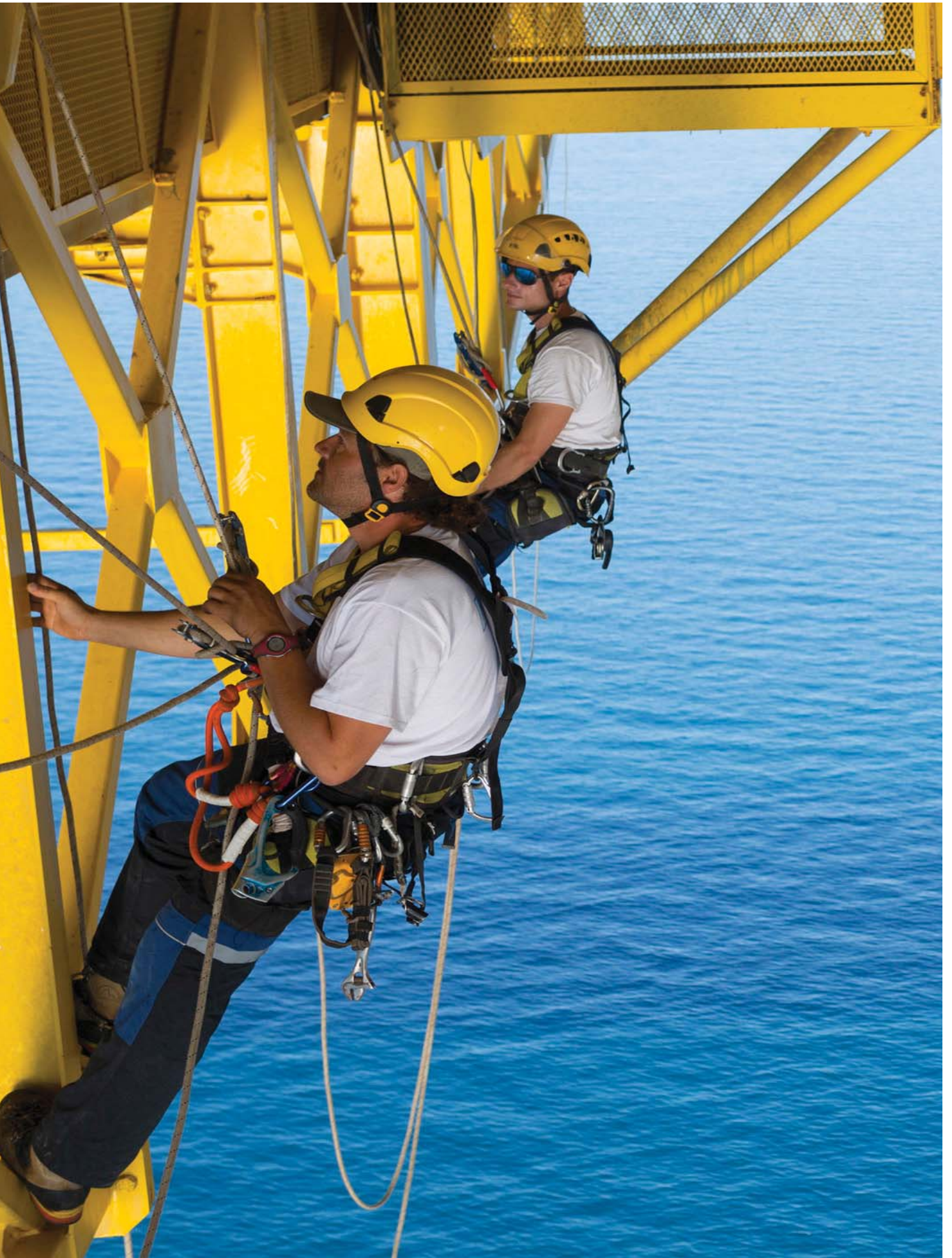
The following table presents the electricity consumption since 2015. In comparison to 2020, there was a decrease of -3.29%.

Electricity Consumption (kw/h):



### Notes:

Since September 2019 all the electricity is from renewable energy sources.



# 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.

Since December 2018 Gefyra Litourgia holds a certified quality system 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 2021 there were no observations recorded during the external audits.**

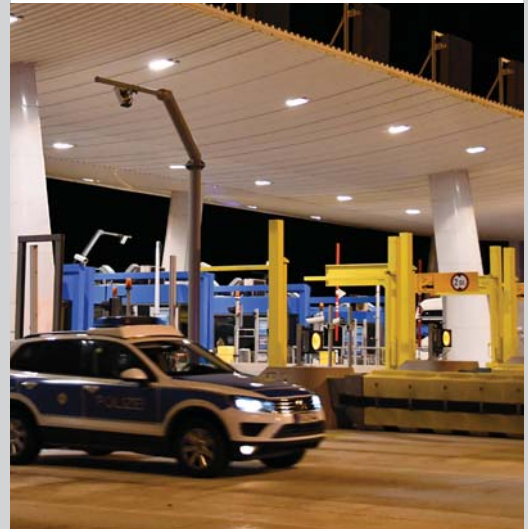
**In 2021 Gefyra Litourgia** received successfully the first re-certification audit.



# PART 02



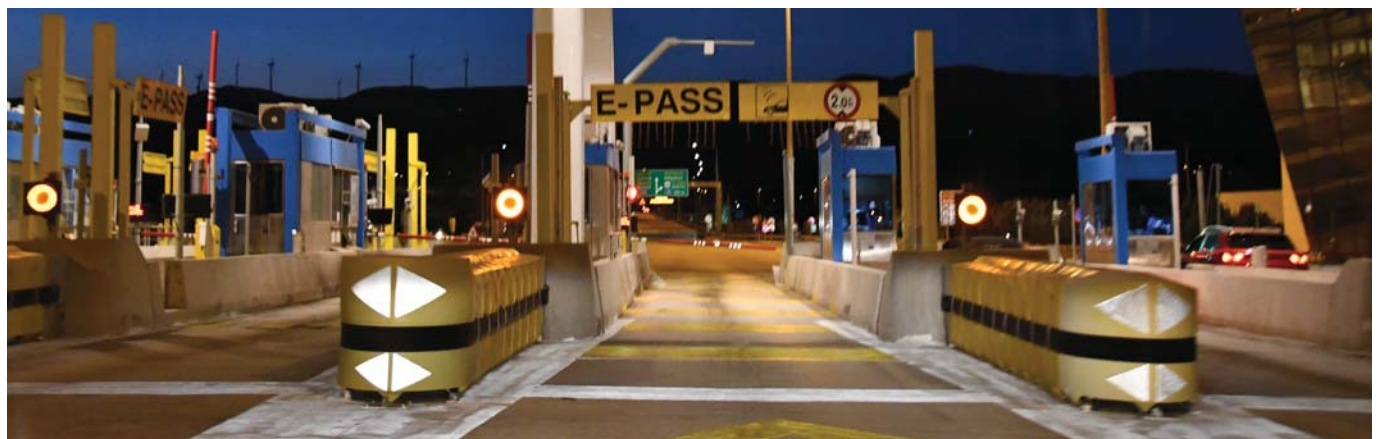
## TOLLS TRAFFIC & PRODUCTS



**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<br><i>Addition of 1 lane</i>      | 7 North – 5 South   | 5 to 6              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) | 3 to 4              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) |
| Increased Traffic from Rion<br><i>Addition of 2 lanes</i>     | 8 North – 4 South   | 6 to 7              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) | 2 to 3              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) |
| Increased Traffic from Antirion<br><i>Addition of 1 lane</i>  | 5 North – 7 South   | 3 to 4              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) | 5 to 6              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) |
| Increased Traffic from Antirion<br><i>Addition of 2 lanes</i> | 4 North – 8 South   | 2 to 3              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) | 6 to 7              | 1 (mixed LV/HV)<br>or<br>2 (1 LV & 1 HV) |

# 1. 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 | 13,50€    |
| 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 41 seats  | 66,00€    |



## 2. 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         |
|------------------|----------------------------|--|---------------|
| <b>1</b>         | <b>MOTO Card</b>           | A pre-paid 10 crossing card, valid for six months after the first crossing   | <b>12,00€</b> |
| <b>2</b>         | <b>Aller - Retour Card</b> | 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 | <b>13,60€</b> |
| <b>5 &amp; 6</b> | <b>Return 36 Card</b>      | A discount card that allows 2 crossings, with the return trip to be performed within 36-hours of the first crossing                                    | <b>71,00€</b> |

## 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).

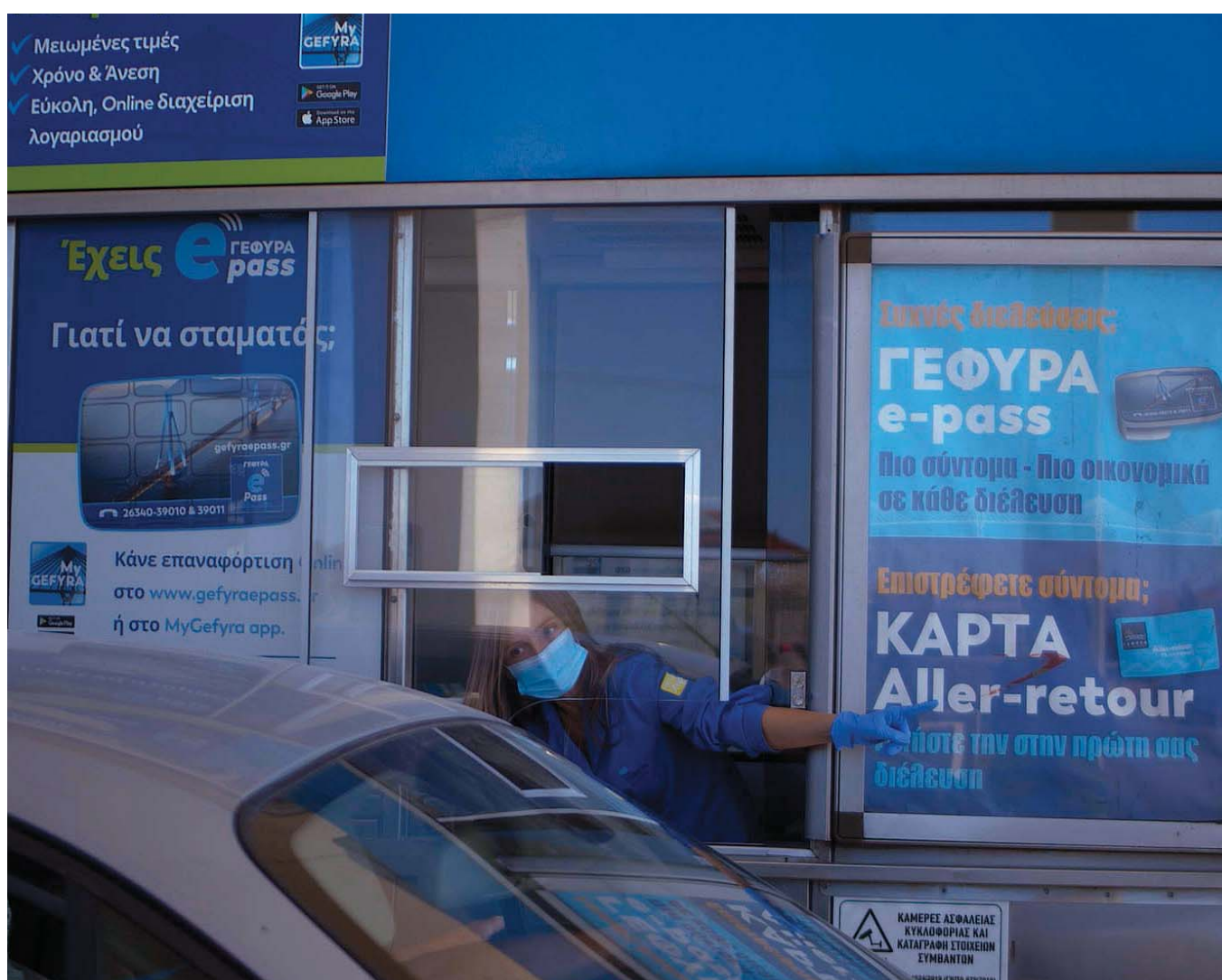
Each product provides discounts according to the number of crossings performed within the same calendar month, reaching up to 66% for passenger vehicles and up to 35% for trucks.

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

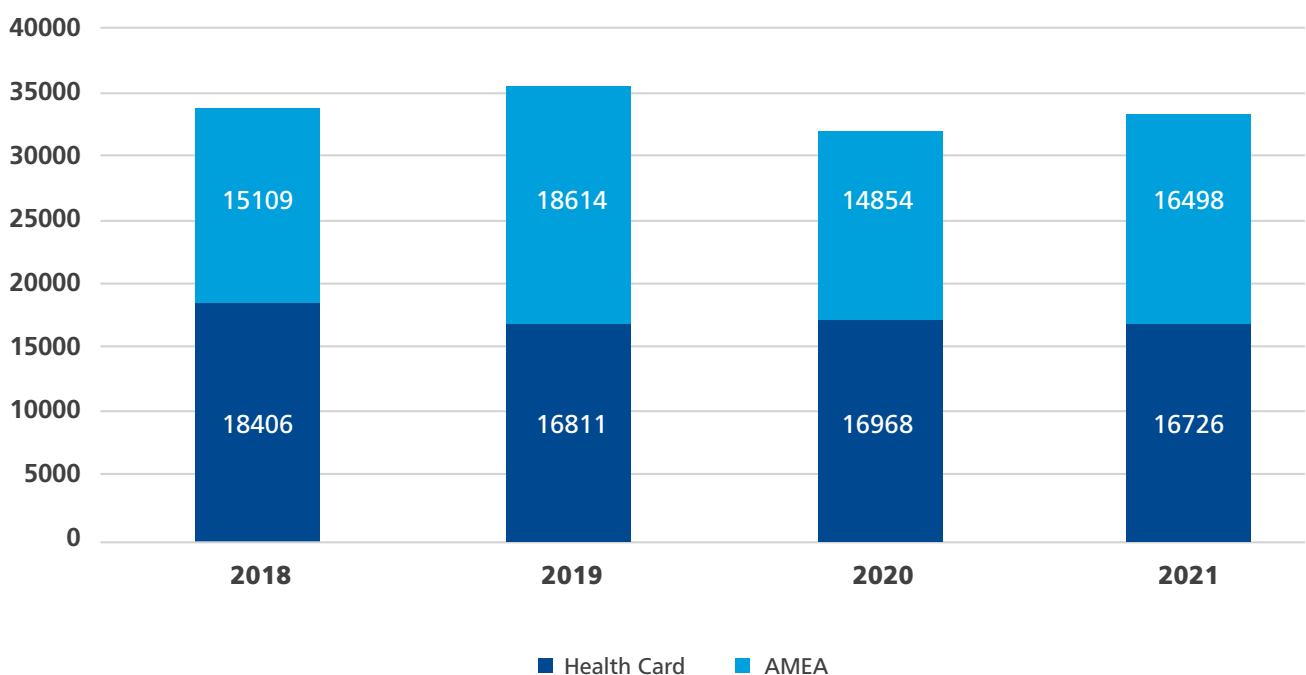
There are 2 Products Dedicated to Vulnerable Social Groups:

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

At the **end of 2021**, there were **611** active Health Cards.

The following table presents the total yearly crossings with the two products. In 2021 the number of crossings with the Health Card remained in the same levels as the previous year, while there was an increase of 11% on the AMEA crossings.

Vulnerable Group Crossing:



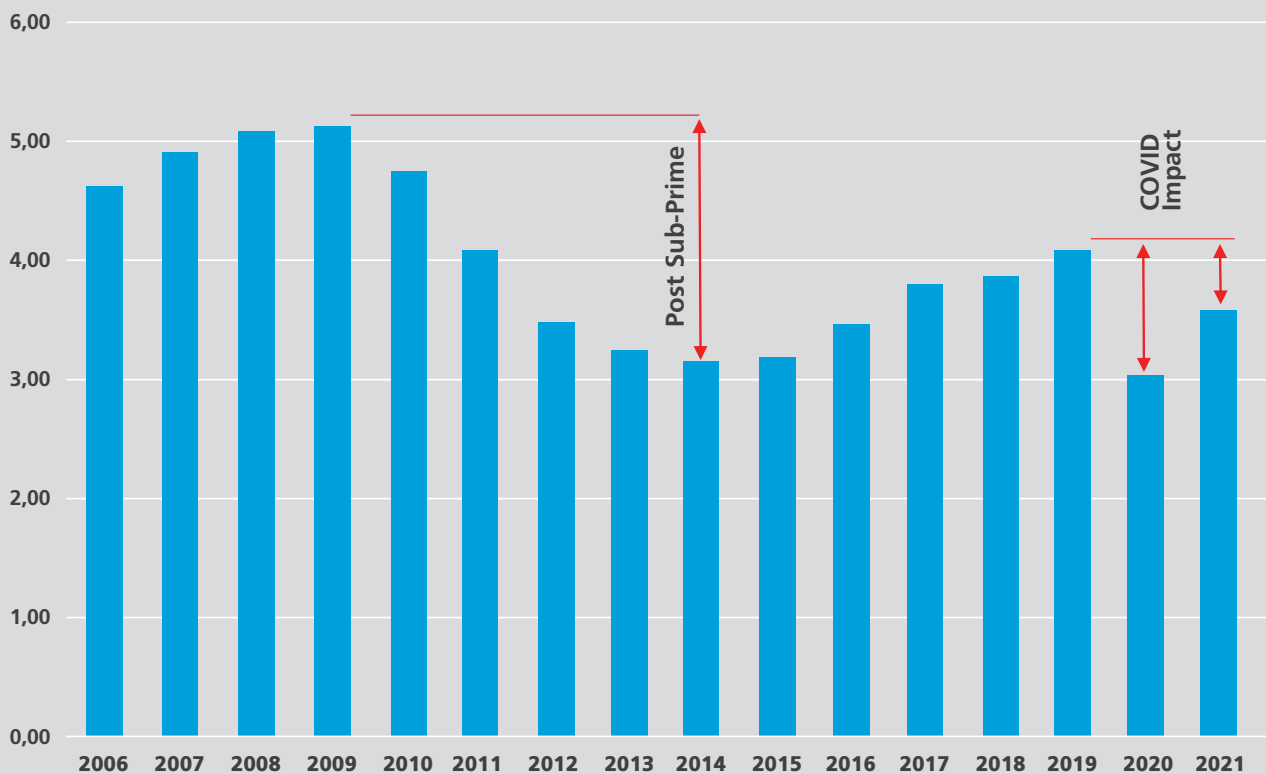
# 3. TOTAL TRAFFIC

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.

In 2021, we see an increase of 17,93% in comparison to the previous year, as there were less travel restrictions during the year and shorter periods of lockdowns.

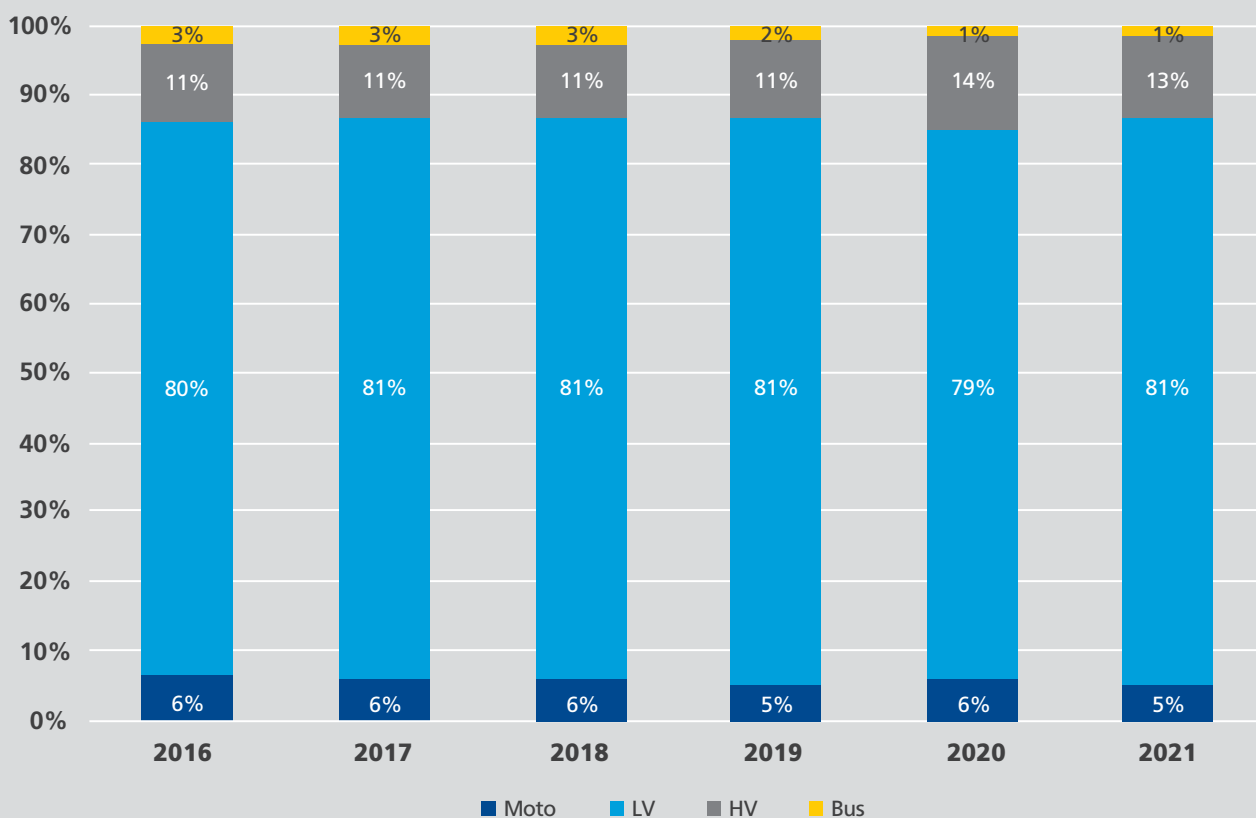
Total Transactions (millions):



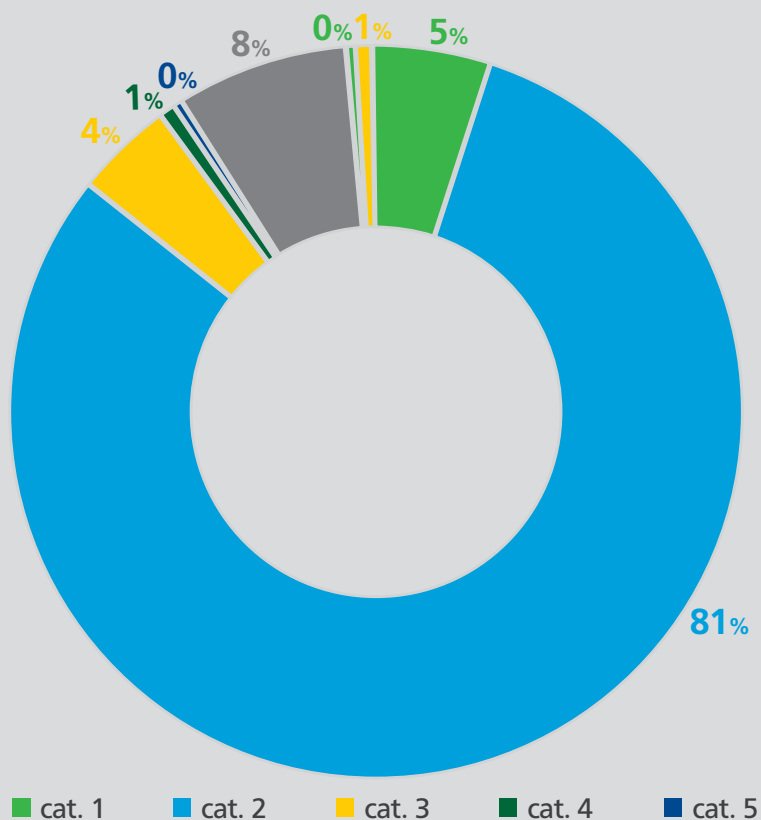
Regarding the traffic per vehicle type, light vehicles represent the vast majority of crossings throughout the years, demonstrating a steady number of crossings per year, between 2017-2019, while there was a 2% decrease in 2020, due to the restrictions imposed for the covid-19. In 2021, the number of crossings returned to the previous levels, as it was before the pandemic.

On the other hand, we noticed an increase of 3% on the traffic of heavy vehicles during 2020 (as this category was not affected directly from the restrictions in travelling) which seems it was carried on in 2021 as well.

## Breakdown of the Traffic per Type of Vehicle:



## Traffic per Category for 2021 (percentage):



## Traffic per Direction and Vehicle Category 2021:

### Total Crossing per Month - Northbound

|               |    | 1            | 2              | 3            | 4            | 5           | 6             | 7           | 8          | 9            |                |
|---------------|----|--------------|----------------|--------------|--------------|-------------|---------------|-------------|------------|--------------|----------------|
| January       | 1  | 2262         | 51877          | 4871         | 848          | 434         | 8323          | 35          | 47         | 816          | 69513          |
| February      | 2  | 2644         | 52114          | 5233         | 853          | 548         | 9785          | 53          | 12         | 638          | 71880          |
| March         | 3  | 2938         | 55400          | 5730         | 993          | 564         | 10580         | 33          | 13         | 697          | 76948          |
| April         | 4  | 4142         | 71558          | 6044         | 1048         | 595         | 10881         | 57          | 40         | 909          | 95274          |
| May           | 5  | 8784         | 99808          | 5817         | 947          | 537         | 12244         | 85          | 42         | 1334         | 129598         |
| June          | 6  | 11359        | 137317         | 6645         | 1011         | 540         | 14918         | 116         | 71         | 1653         | 173630         |
| July          | 7  | 13797        | 202810         | 7466         | 1141         | 570         | 12933         | 150         | 93         | 2335         | 241295         |
| August        | 8  | 14456        | 255438         | 7347         | 1119         | 481         | 11640         | 130         | 102        | 2881         | 293594         |
| September     | 9  | 11999        | 139310         | 7171         | 1108         | 529         | 11107         | 172         | 75         | 2469         | 173940         |
| October       | 10 | 7290         | 133723         | 7330         | 1042         | 516         | 10132         | 150         | 86         | 2580         | 162849         |
| November      | 11 | 6212         | 108624         | 6258         | 1019         | 574         | 10775         | 118         | 72         | 2377         | 136029         |
| December      | 12 | 4404         | 135273         | 6392         | 1042         | 504         | 10797         | 133         | 72         | 2598         | 161215         |
| <b>TOTAL:</b> |    | <b>90287</b> | <b>1443252</b> | <b>76304</b> | <b>12171</b> | <b>6392</b> | <b>134115</b> | <b>1232</b> | <b>725</b> | <b>21287</b> | <b>1785765</b> |

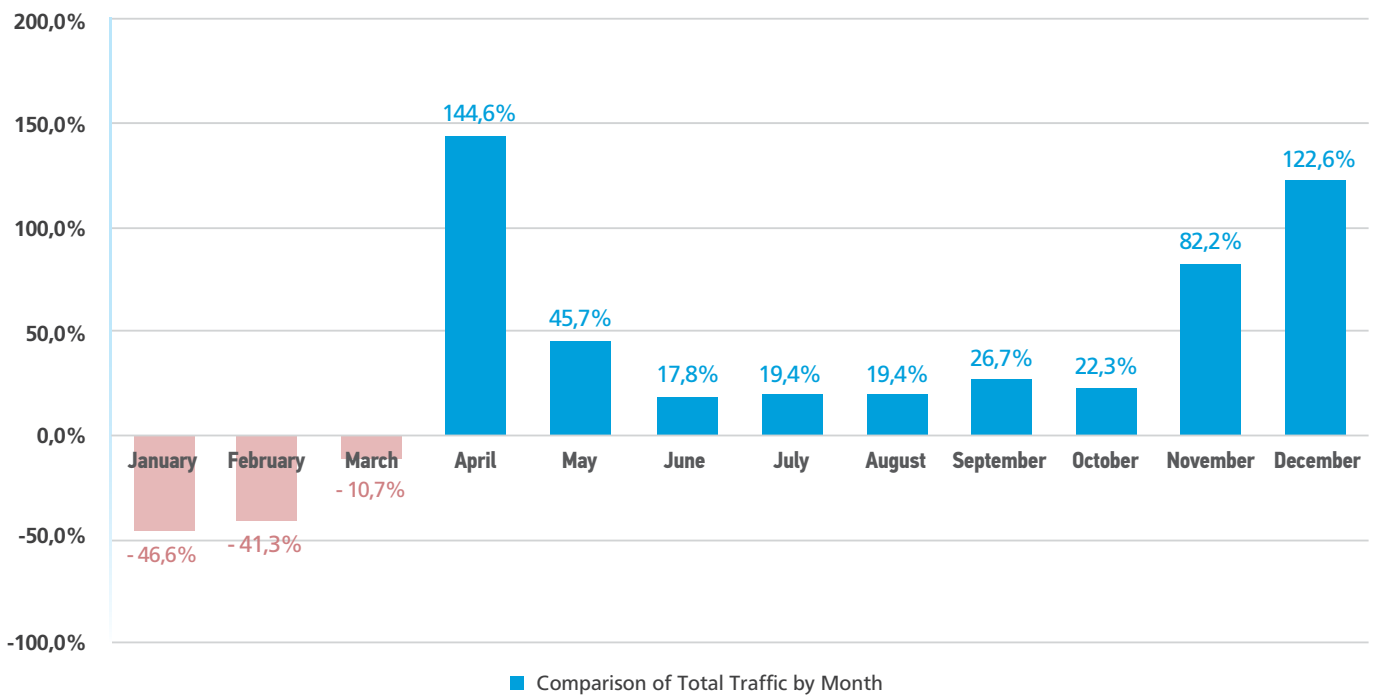


### Total Crossing per Month - Southbound

|               |    | 1            | 2              | 3            | 4            | 5           | 6             | 7           | 8          | 9            |                |
|---------------|----|--------------|----------------|--------------|--------------|-------------|---------------|-------------|------------|--------------|----------------|
| January       | 1  | 2324         | 56308          | 4870         | 880          | 407         | 8789          | 52          | 45         | 819          | 74494          |
| February      | 2  | 2612         | 51491          | 5218         | 859          | 533         | 10242         | 58          | 17         | 642          | 71672          |
| March         | 3  | 2893         | 56019          | 5702         | 955          | 559         | 10918         | 39          | 9          | 691          | 77785          |
| April         | 4  | 3942         | 64059          | 6018         | 1057         | 617         | 11511         | 51          | 38         | 895          | 88188          |
| May           | 5  | 9008         | 107321         | 5845         | 1005         | 528         | 12076         | 114         | 33         | 1327         | 137257         |
| June          | 6  | 11338        | 135087         | 6758         | 1035         | 577         | 13844         | 129         | 69         | 1630         | 170467         |
| July          | 7  | 13158        | 178178         | 7467         | 1162         | 577         | 13570         | 155         | 97         | 2277         | 216641         |
| August        | 8  | 14797        | 271119         | 7358         | 1177         | 486         | 12634         | 130         | 102        | 2834         | 310637         |
| September     | 9  | 12304        | 152079         | 7711         | 1150         | 552         | 12052         | 193         | 69         | 2400         | 188510         |
| October       | 10 | 7274         | 135054         | 7542         | 1098         | 525         | 11419         | 175         | 89         | 2550         | 165726         |
| November      | 11 | 6174         | 112412         | 6510         | 1073         | 619         | 11542         | 135         | 74         | 2349         | 140888         |
| December      | 12 | 4320         | 122248         | 6459         | 1078         | 511         | 11905         | 141         | 67         | 2552         | 149281         |
| <b>TOTAL:</b> |    | <b>90144</b> | <b>1441375</b> | <b>77458</b> | <b>12529</b> | <b>6491</b> | <b>140502</b> | <b>1372</b> | <b>709</b> | <b>20966</b> | <b>1791546</b> |

# 4. EVOLUTION OF TOTAL TRAFFIC

Comparison Total Traffic by Month 2020 vs 2021:



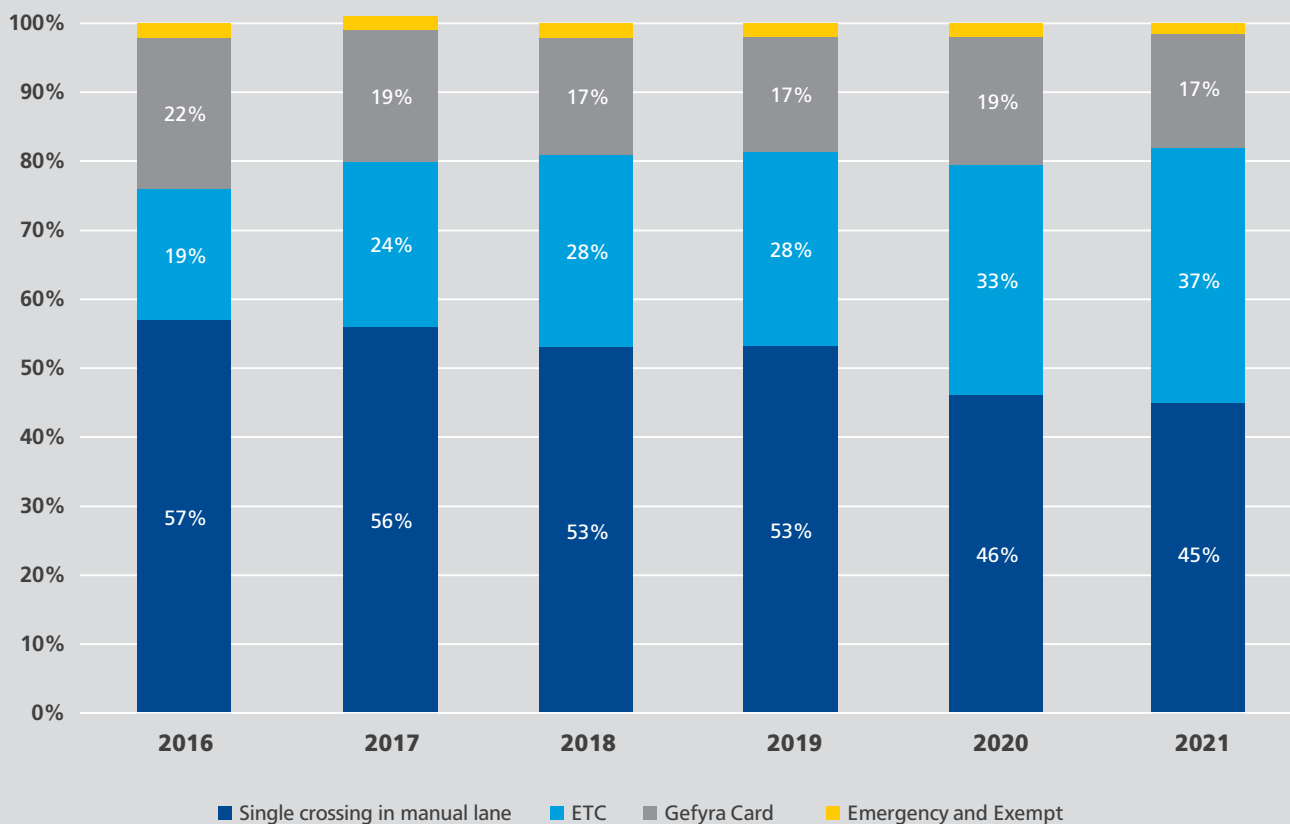


## ANALYSIS OF THE MEANS OF CROSSING AND PAYMENT

Full price crossings show a decreasing course through the years with an **12% reduction between 2016 and 2021**. There is a decrease in the **transactions made by cash (-28%)** while at the same time transactions **with a use of a bank card** have an **increase of 16%**, for the same period of years.

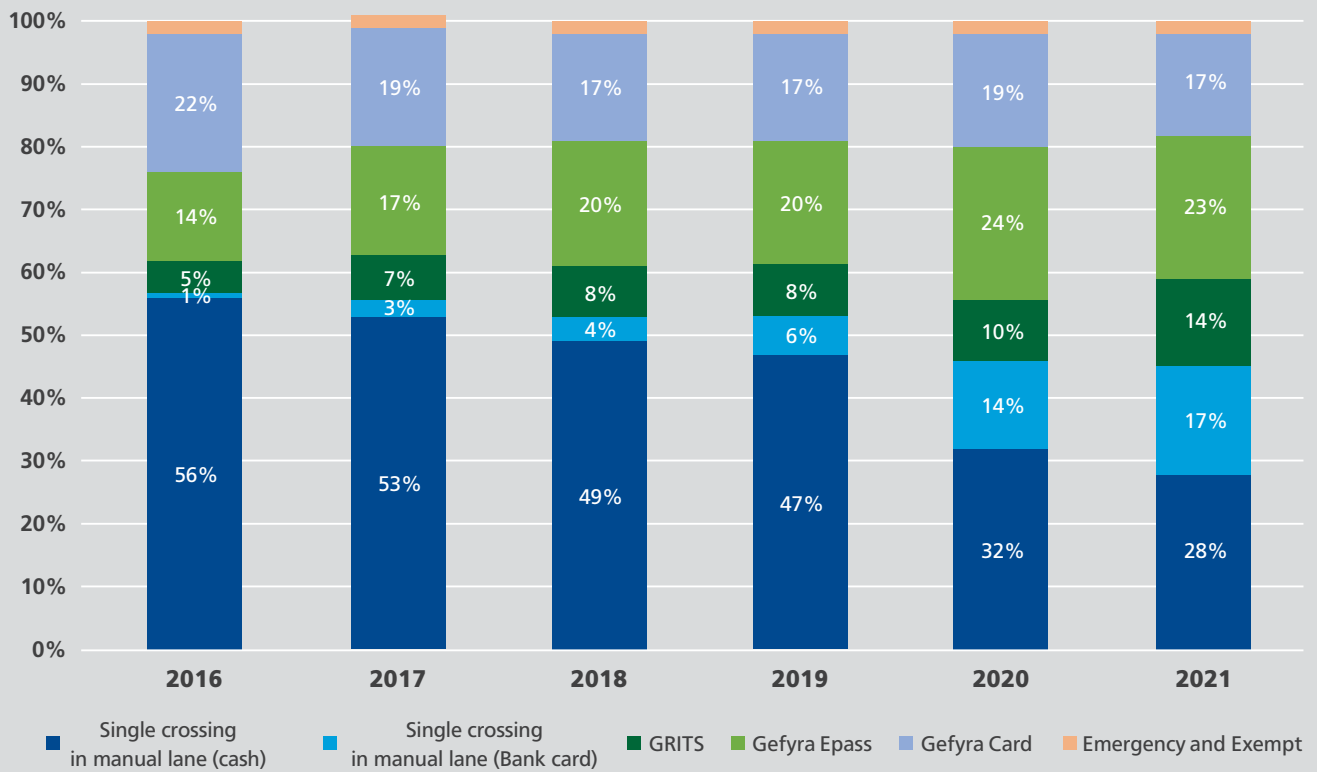
The increase of the bank card usage comes as a result of a nationwide change of habit, following the financial crisis, where POS machines became mandatory for the vast majority of businesses and peaked during the pandemic as cash transactions were avoided.

Means of Crossing (% of the total revenue):

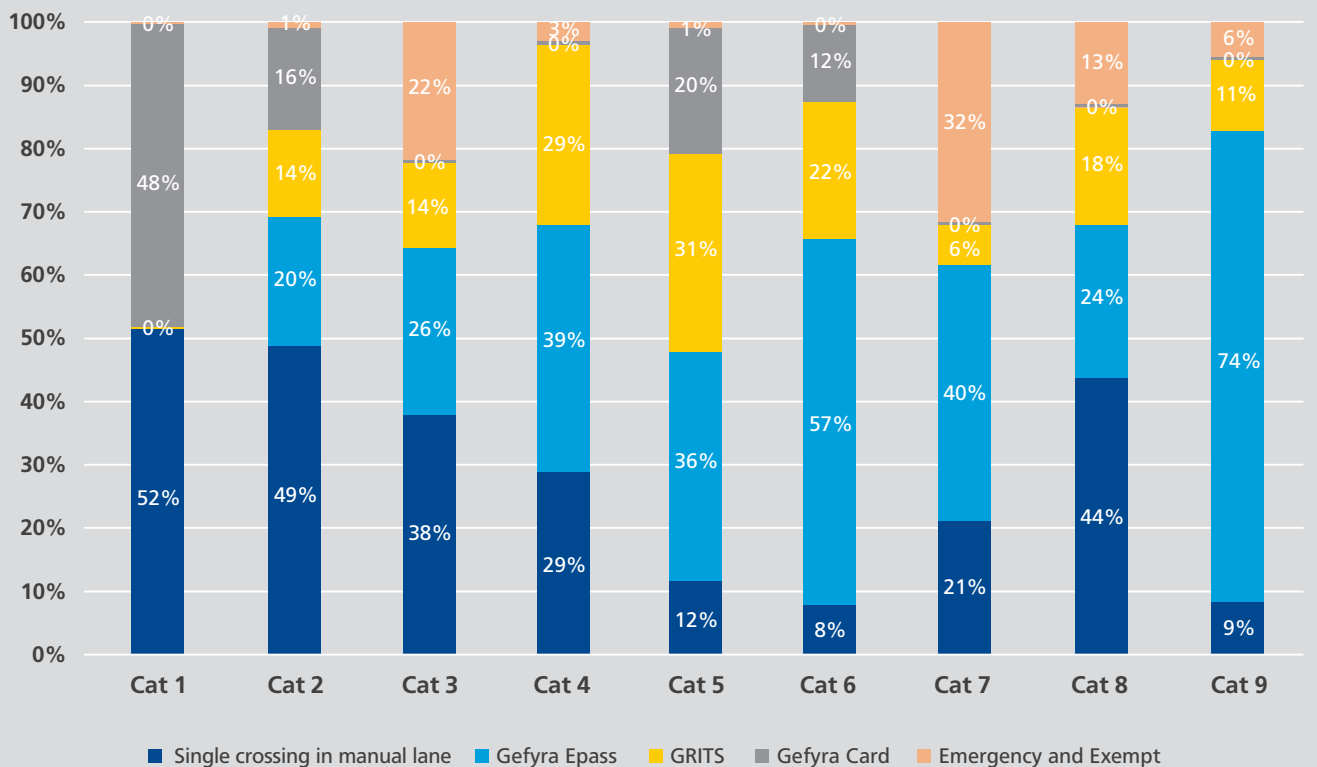


ETC penetration presents an increasing trend (18%) between 2016 and 2021, as more and more users understood the benefits of using a tag in terms of time saving on the duration of their trip, as well as the discounts provided.

## Detailed Means of Crossing (% of the total traffic):



## Transaction per Mean of Crossing & Vehicle Category (percentage %):



**48% of the transactions concerning motorcycles users (cat.1) prefer to use the discount product MOTO Card for their crossings, while 34% 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.**

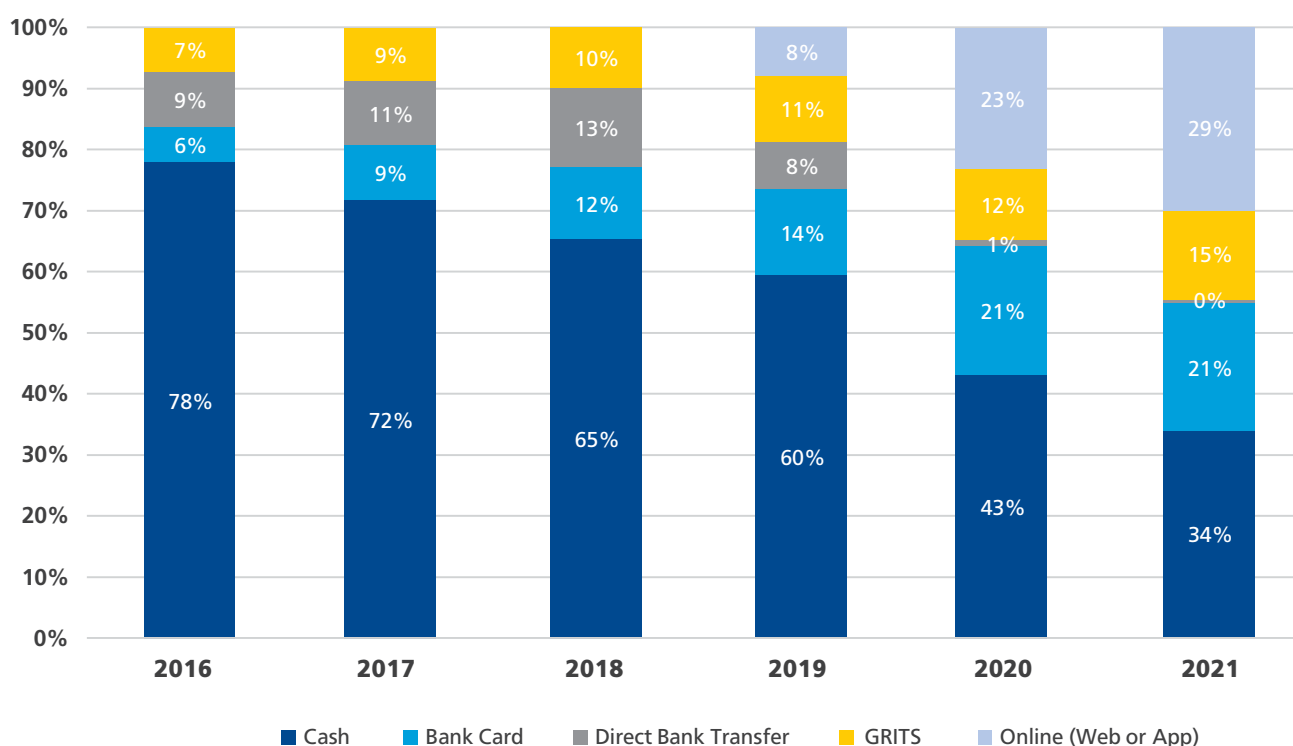
**The same trend appears on cat.9 buses as well, with 85% of the total transactions for this category performed with a tag.**

Regarding the means of payment, there is 44% 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 2021**, online transactions through the website or app account for 29% of the total revenue, with a 6% increase since last year.

## Means of Payment for a Crossing, Product Purchase or Reload a Tag (% of the total revenue):



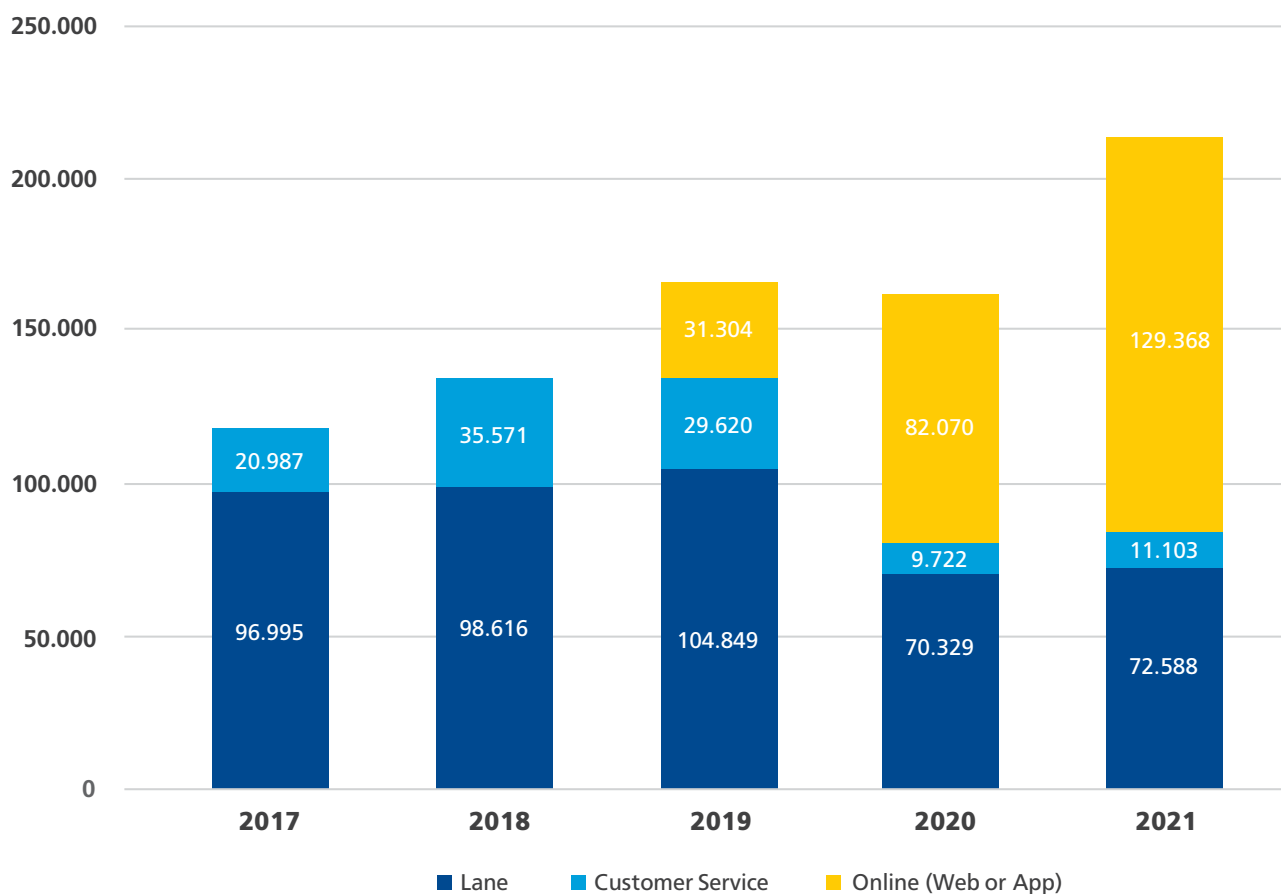




In 2021, there was a small increase (3,21%) of the reloads performed in manual lanes, while at the same time we noticed a 57,6% increase in reloads performed online

In total, during 2021, 34% of reloads performed in lane, 5% through Customer Service and 61% online.

Number of Gefyra Epass Reload per Means of Reload:

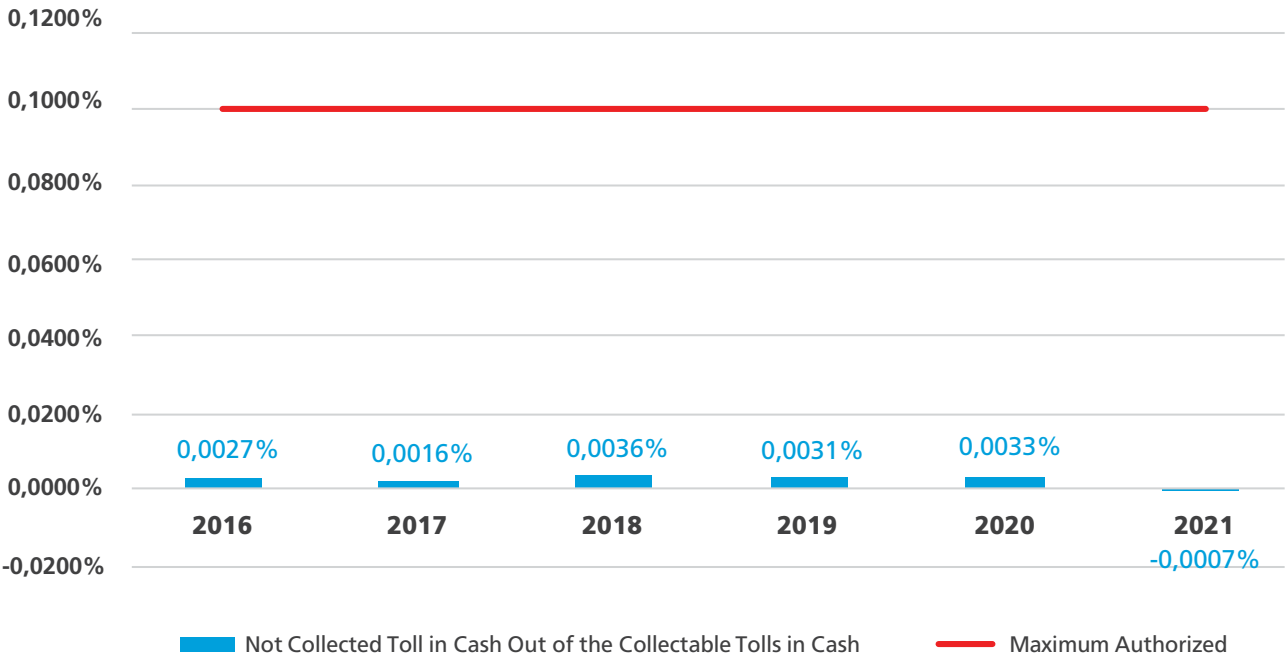


# 5. QUALITY OF TOLL COLLECTION

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

**Our results over the last 7 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.

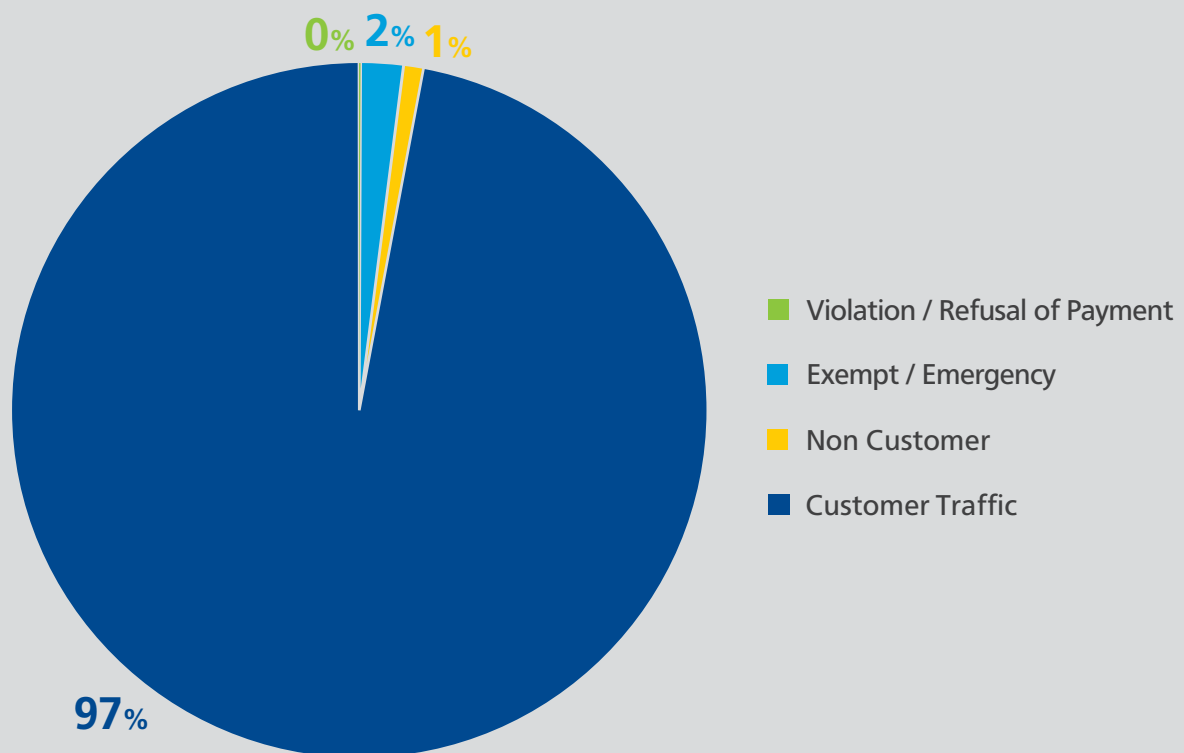
Quality of the Toll Collection in Lanes:



# 6. UNPAID TRANSACTIONS

The following graph demonstrates the breakdown of total number of crossings performed in 2021:

Breakdown of Total Passage for 2021:



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

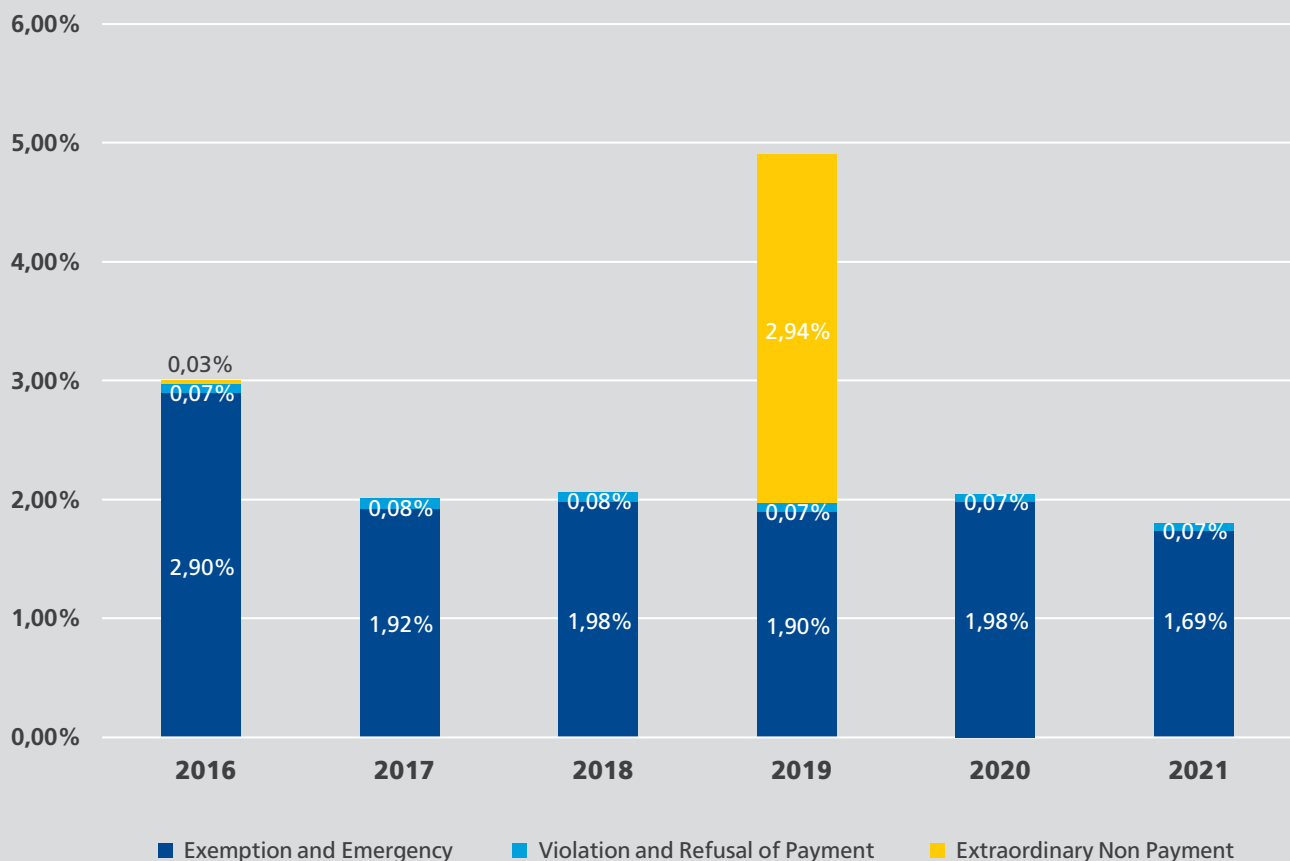
- 1% of the transaction are performed by non-customer (such Gefyra employees, subcontractors) through paid products (internal products) that offer a big discount.
- 2% of the transaction are free crossings (exemption or emergency).
- 0.07% are violations or refusal of payment.

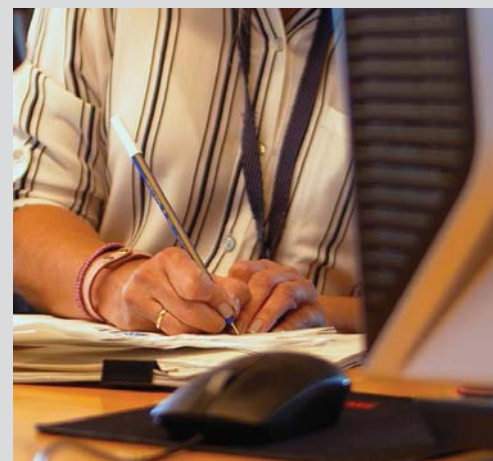
**Unpaid transactions are relatively stable since 2017** (around 2% of the total traffic), with the exception of 2019, where the increase is due to the free crossings of the national and local elections, which were partially compensated by the state.

**In 2016, non-customer transactions were counted as exempt.** We changed it 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.

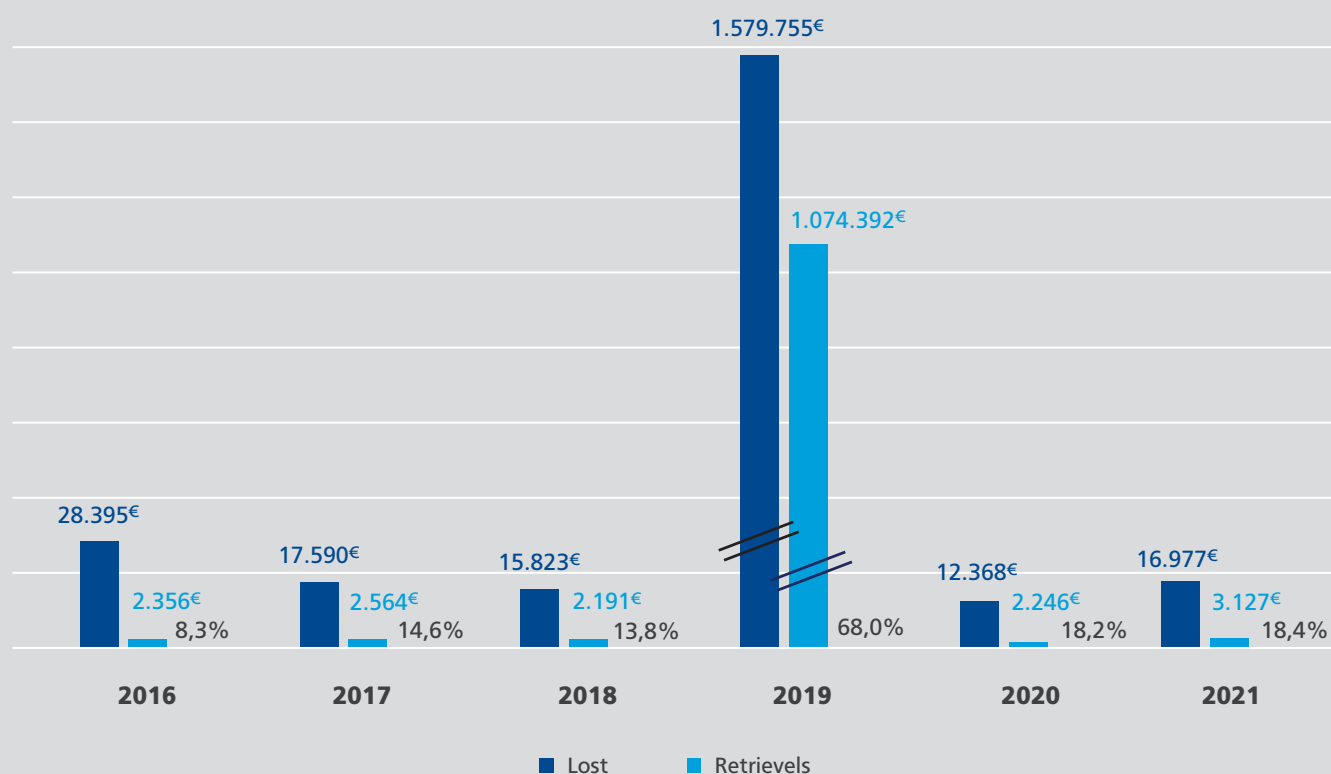
### Unpaid Transactions (% of the total traffic):





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

Losses and Retrievals from Violations, Refusal of Payment and Extraordinary Events (euros) with Percentage of Retrieval:



In 2021, 18,4% 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:**

**2016:** Non- payment during a demonstration.

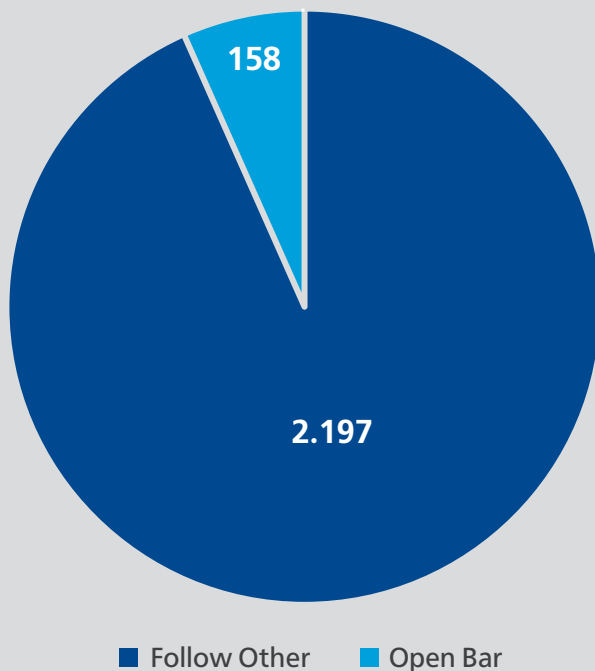
**2019:** Non- payment requested from the state on the occasion of the election. Partially compensated

The vast majority of violations (93,3%) occurred with vehicles following the leading vehicle, while the rest (6,7%) occurred when the barrier remained open.

70,9% 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.

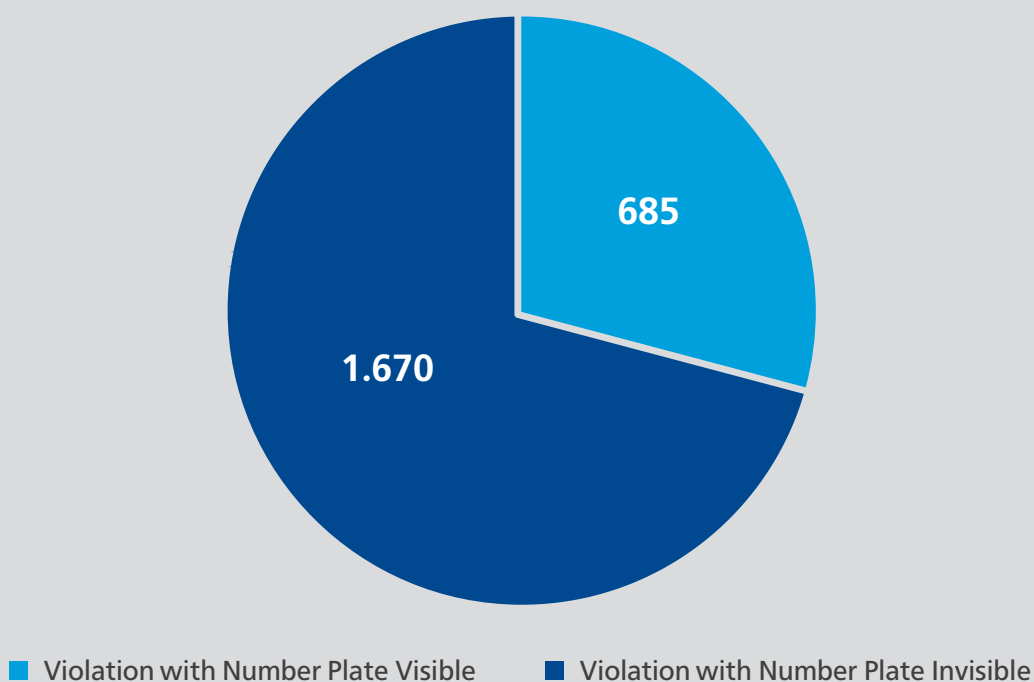
### Type of Violation for 2021:

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### Breakdown of Violation According to the Visibility of the License Plate for 2021:

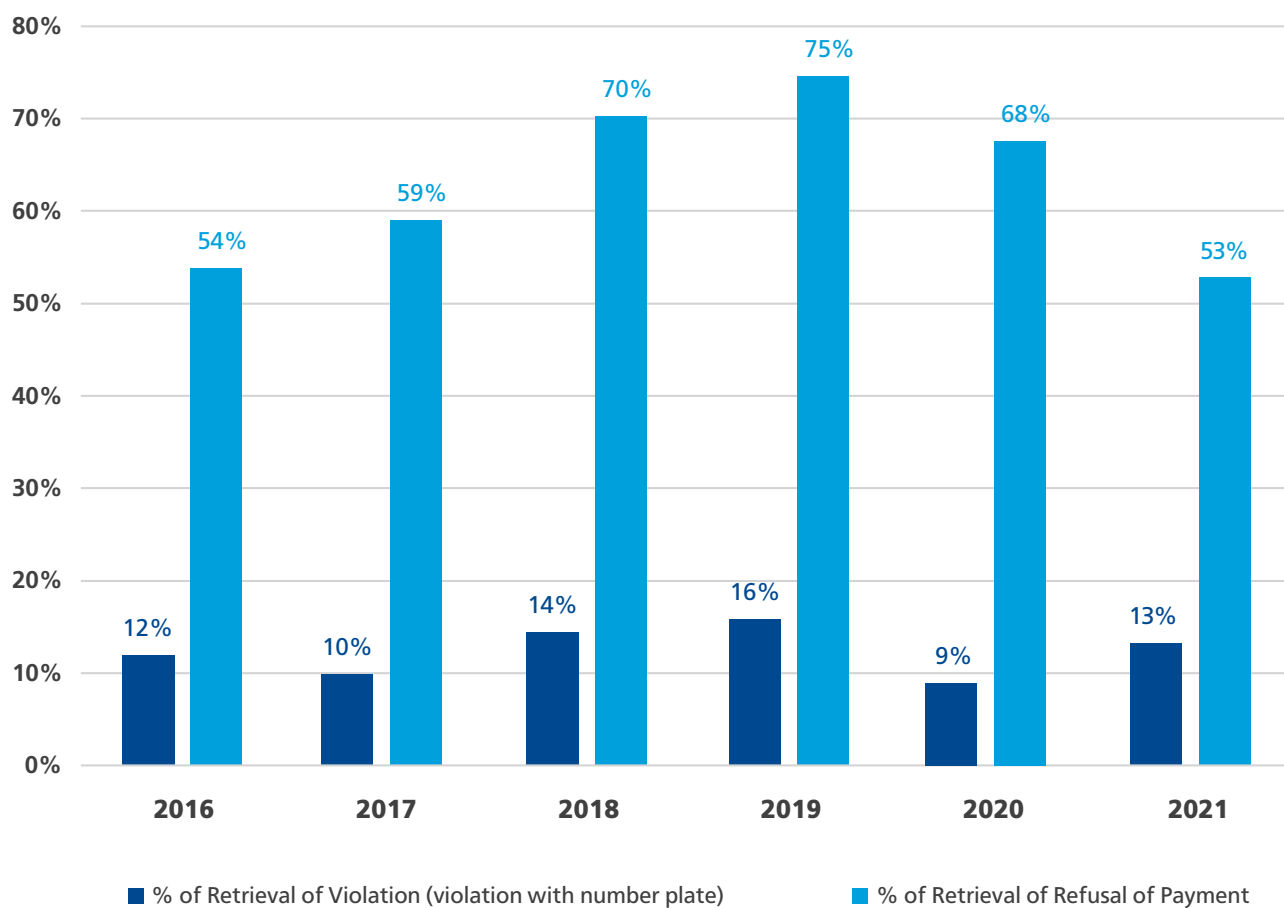
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In comparison, the retrieval of losses from refusals of payment, is much higher than the retrieval of violations, as for the first case, the user provides all his personal data and therefore is easier to enable communication with them.

% of Retrieval for Violations and Refusal of Payment:



# 7. ETC AND GRITS

Until the end of 2021, Gefyra E-pass had 26.953 subscribers, sharing 34.478 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 month.

According to the terms and conditions for interoperability, we accept tags from all Greek motorways for ETC crossings, charging the subscriber the full price of tolls.

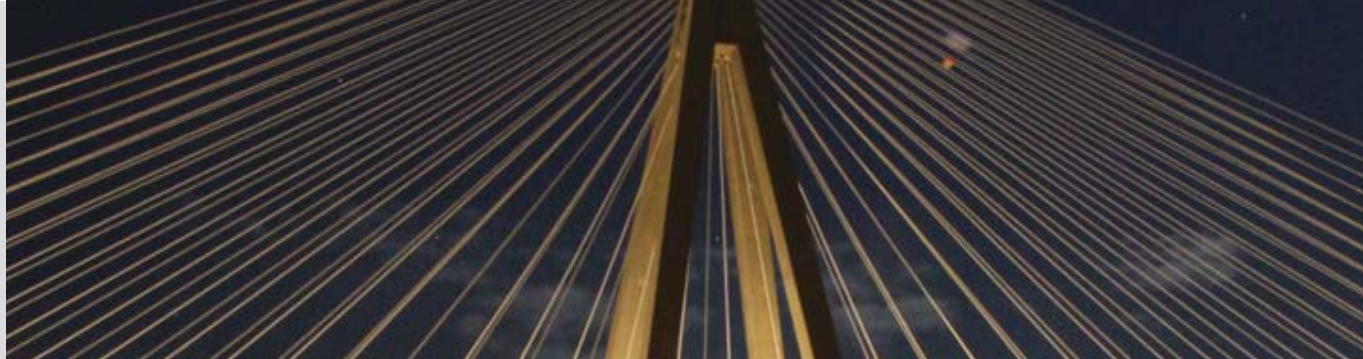
| Tag Issuer      | Tags Used | Total Crossings | AVERAGE CROSSINGS PER TAG |        |            |            |              |
|-----------------|-----------|-----------------|---------------------------|--------|------------|------------|--------------|
|                 |           |                 | 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                          | 85%                           | 7%     | 3,9%    | 4,1% |
| KENTRIKI ODOS                   | 100%                          | 0%     | 0%      | 0%   |
| OLYMPIA ODOS                    | 99,3%                         | 0,6%   | 0,1%    | 0%   |
| AEGEAN MOTORWAY                 | 99,7%                         | 0,3%   | 0%      | 0%   |
| EGNATIA ODOS                    | 99,6%                         | 0,4%   | 0%      | 0%   |
| NEA ODOS                        | 99,5%                         | 0,4%   | 0%      | 0%   |
| ATTIKI ODOS                     | 99,7%                         | 0,3%   | 0%      | 0%   |







### CATEGORY 3 & 4 - LIGHT TRUCKS

| Tag Issuer      | NUMBER OF CROSSINGS PER MONTH |        |         |       |
|-----------------|-------------------------------|--------|---------|-------|
|                 | 1 - 5                         | 6 - 10 | 11 - 20 | >20   |
| GEFYRA          | 50,6%                         | 24,5%  | 14,4%   | 10,5% |
| KENTRIKI ODOS   | 100%                          | 0%     | 0%      | 0%    |
| OLYMPIA ODOS    | 96,6%                         | 2,2%   | 0,7%    | 0,5%  |
| AEGEAN MOTORWAY | 94,9%                         | 4,3%   | 0,8%    | 0%    |
| EGNATIA ODOS    | 97,2%                         | 2,6%   | 0,3%    | 0%    |
| NEA ODOS        | 95,3%                         | 3,1%   | 1,1%    | 0,6%  |
| ATTIKI ODOS     | 98%                           | 1,4%   | 0,5%    | 0,1%  |

### CATEGORY 5 & 6 - HEAVY VEHICLES

| Tag Issuer      | NUMBER OF CROSSINGS PER MONTH |        |         |       |
|-----------------|-------------------------------|--------|---------|-------|
|                 | 1 - 5                         | 6 - 10 | 11 - 20 | >20   |
| GEFYRA          | 34,9%                         | 24,3%  | 29,9%   | 10,9% |
| KENTRIKI ODOS   | 100%                          | 0%     | 0%      | 0%    |
| OLYMPIA ODOS    | 98,5%                         | 1,2%   | 0,3%    | 0%    |
| AEGEAN MOTORWAY | 98,3%                         | 1,4%   | 0,3%    | 0%    |
| EGNATIA ODOS    | 99,5%                         | 0,5%   | 0%      | 0%    |
| NEA ODOS        | 96,8%                         | 2,9%   | 0,4%    | 0%    |
| ATTIKI ODOS     | 96,9%                         | 2,3%   | 0,7%    | 0,1%  |

### CATEGORY 7, 8 & 9 - BUSES

| Tag Issuer      | NUMBER OF CROSSINGS PER MONTH |        |         |      |
|-----------------|-------------------------------|--------|---------|------|
|                 | 1 - 5                         | 6 - 10 | 11 - 20 | >20  |
| GEFYRA          | 74,6%                         | 20,1%  | 4,1%    | 1,2% |
| KENTRIKI ODOS   | 100%                          | 0%     | 0%      | 0%   |
| OLYMPIA ODOS    | 89,3%                         | 3%     | 5,6%    | 2,1% |
| AEGEAN MOTORWAY | 100%                          | 0%     | 0%      | 0%   |
| EGNATIA ODOS    | 100%                          | 0%     | 0%      | 0%   |
| NEA ODOS        | 92,9%                         | 3,7%   | 2,5%    | 0,8% |
| ATTIKI ODOS     | 100%                          | 0%     | 0%      | 0%   |

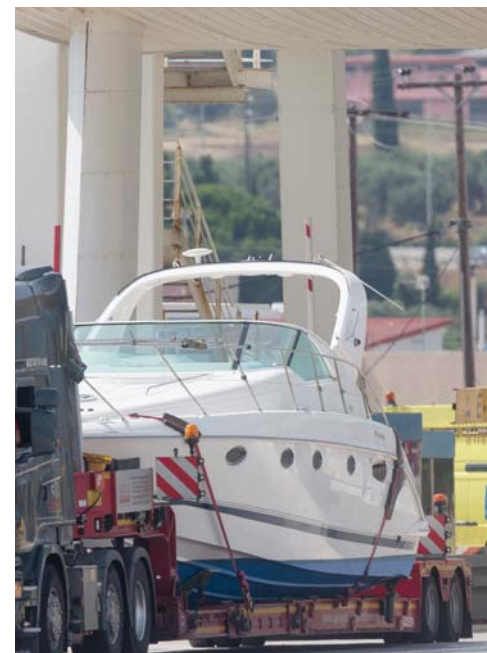
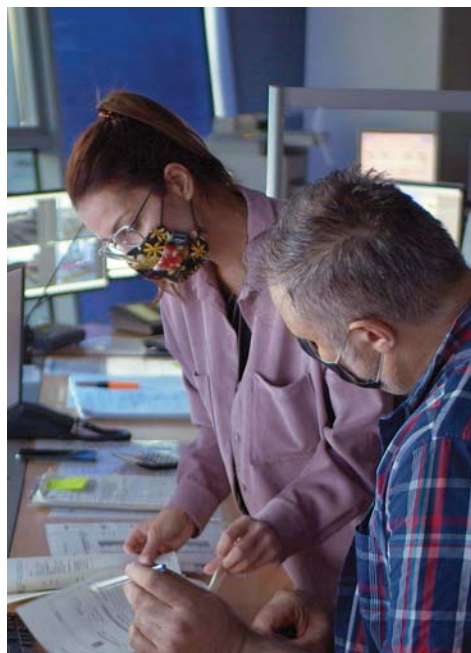
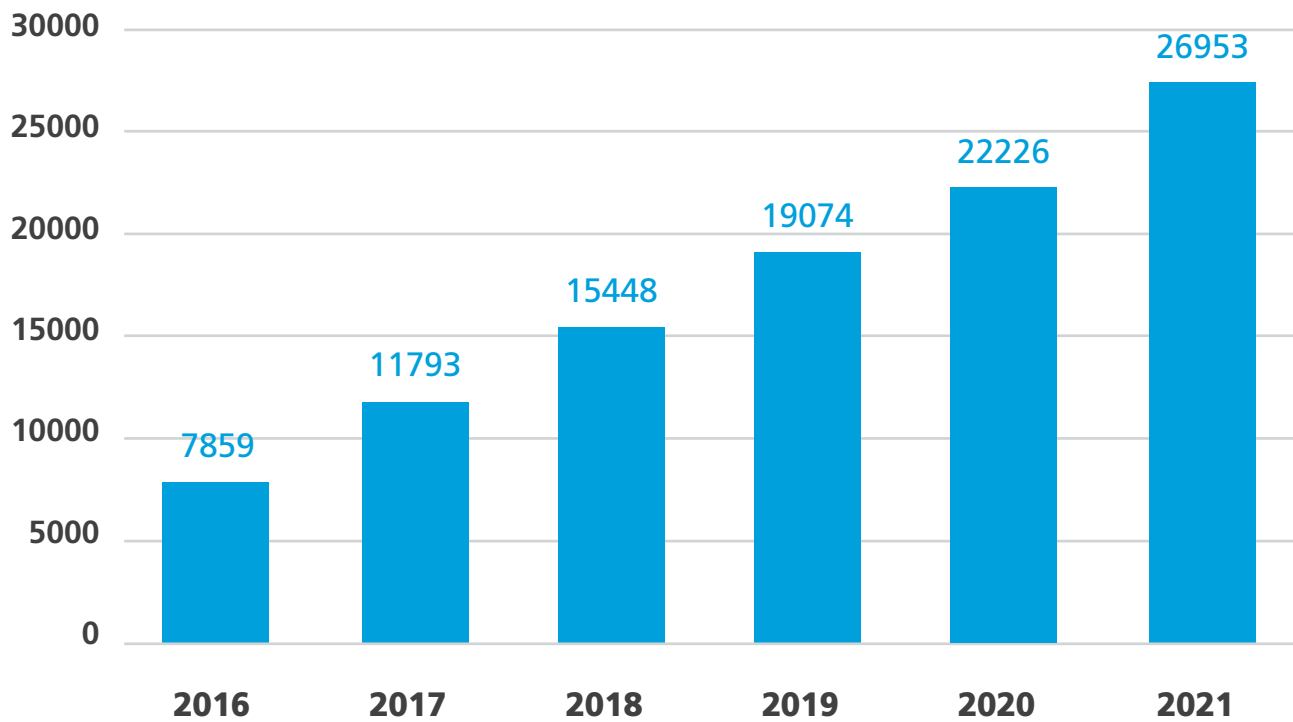
#### Notes:

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.



## EVOLUTION OF E-PASS SUBSCRIBERS

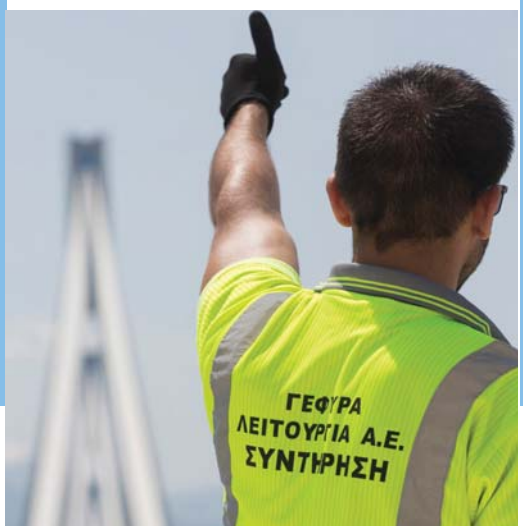
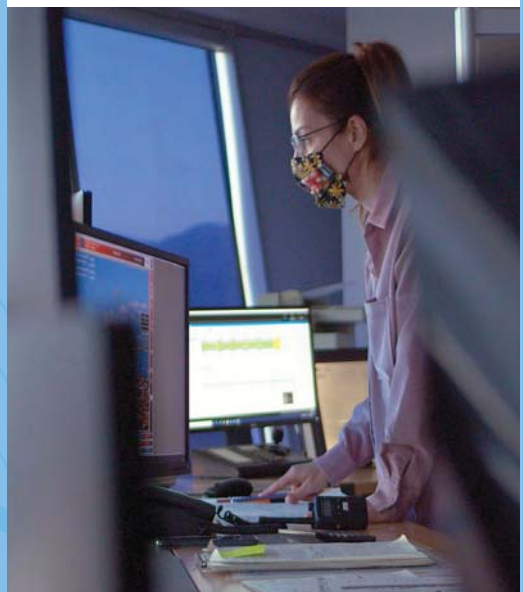
E-pass Subscribers Evolution:



# PART 03



## TRAFFIC MANAGEMENT & 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 |



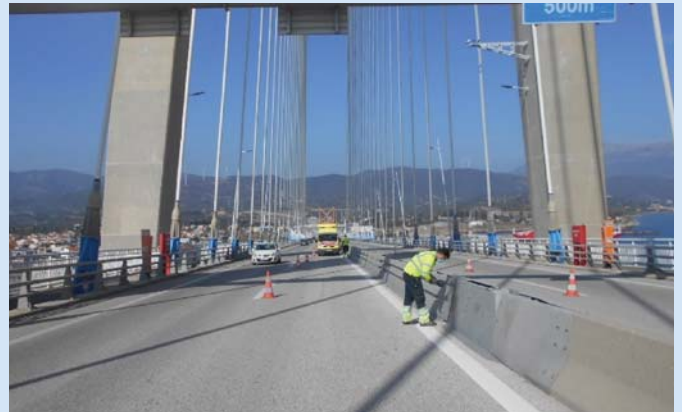
## KPI2: TIME OF INTERVENTION (TRAFFIC ACCIDENTS)

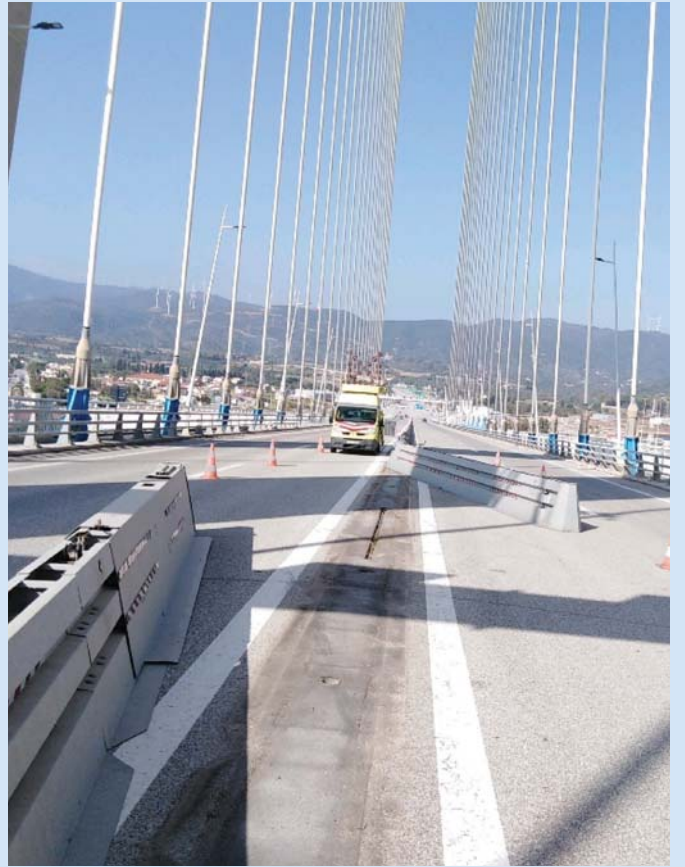
| KPI 2:    | <b>FIRE OUTBREAK INCIDENTS:</b><br>maximum 3 min | <b>TRAFFIC ACCIDENTS</b><br>First Aid Action Required:<br>maximum 4 min | <b>TRAFFIC ACCIDENTS</b><br>with Application of Temporary<br>Signaling Needed:<br>maximum 5 min |
|-----------|--|---|---|
| January   | No events  | No events   | 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  | No events   | No events   |
| June      | No events  | No events   | No events   |
| July      | No events  | No events   | No events   |
| August    | No events  | No events   | No events   |
| September | No events  | No events   | No events   |
| October   | No events  | No events   | No events   |
| November  | No events  | No events   | No events   |
| December  | No events  | No events   | No events   |

# EMERGENCY PREPAREDNESS DRILL

During November, we did an emergency preparedness drill with the involvement of the Traffic Police. The scenario of the exercise was that a mini van stops at the left lane of the Antirion to Rion side and a group of protesters are occupying the lanes and stop the traffic of all vehicles.

An emergency U-turn of vehicles is decided, following a specific signage plan near M4 pylon.



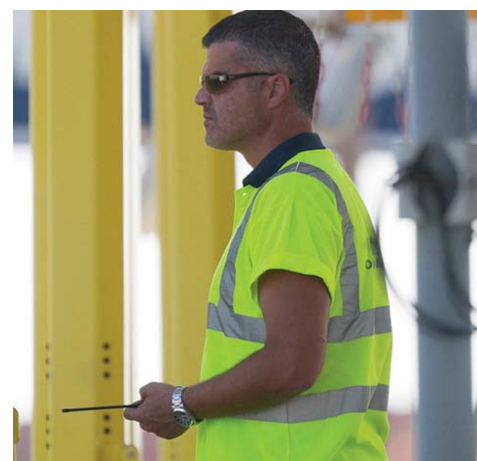
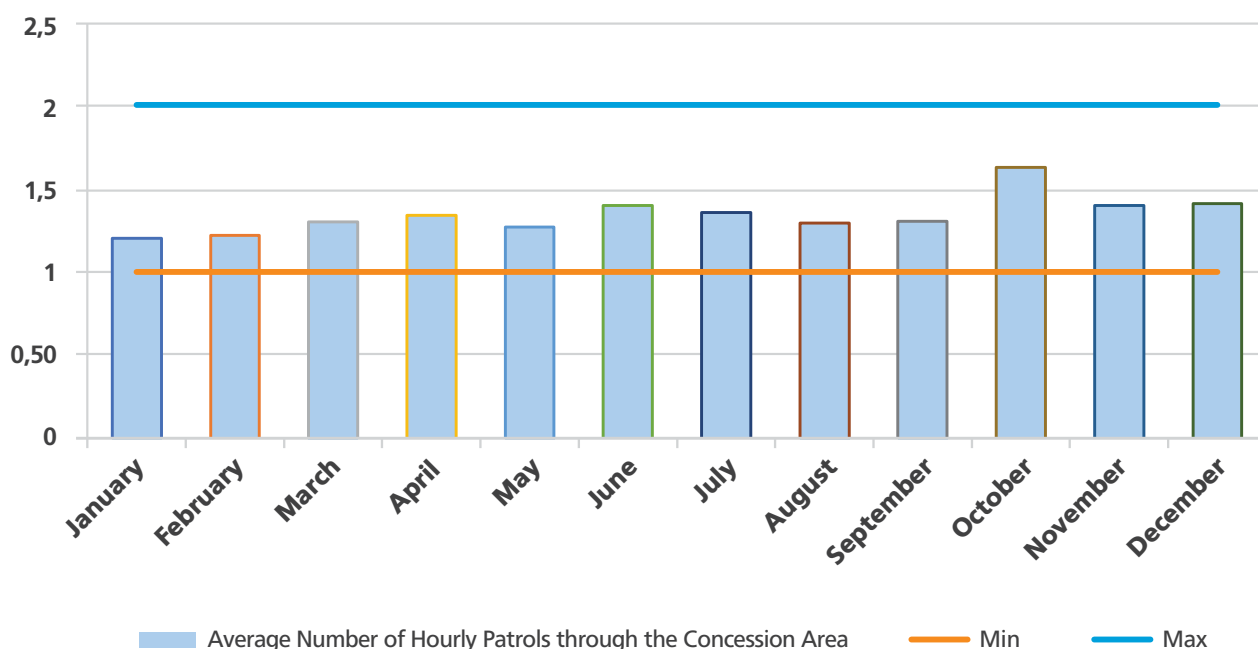




## 2. PATROLLING

The following graph presents the **average number of patrols for 2021**. The target of number of patrols is between 1 and 2 per hour.

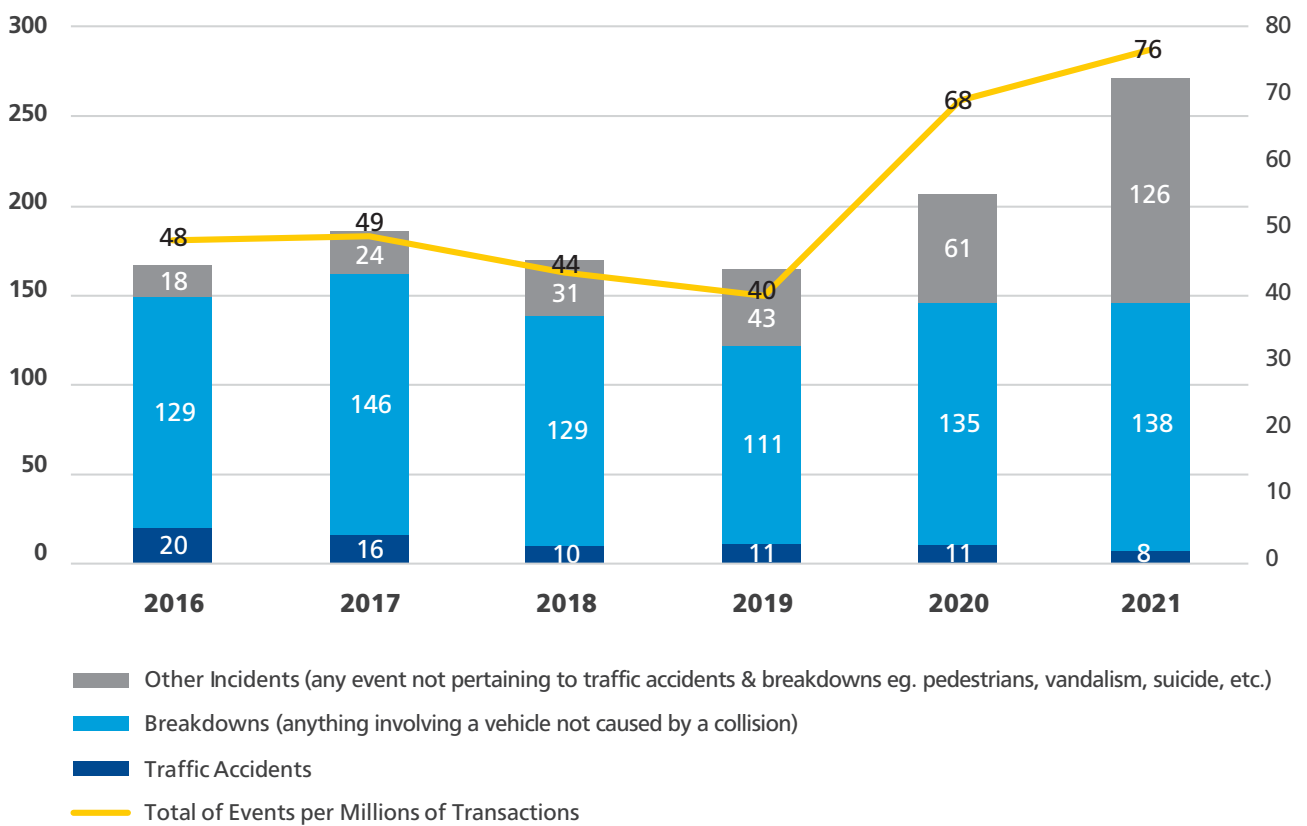
Average Number of Hourly Patrols 2021:



# 3. ROAD SAFETY

In 2021 we had a total of 272 traffic incidents. The breakdown of incidents per category are presented in the following graph:

Number of Accidents / Breakdowns / Incidents & Number of Events per Millions of Transaction:





## ACCIDENT - INCIDENT DETAILED ANALYSIS

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

- Directly – manually by operator’s staff (Traffic Safety Officers, Control Center Staff, Toll Collectors).
- Reports by users.
- 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.

| BREAKDOWNS   | TOTAL                            | CATEGORY   |            |            |            |           | DETECTION |           |           |           | ASSISTANCE |          | LOCATION  |          |           |          |                       |
|--|----------------------------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|------------|----------|-----------|----------|-----------|----------|-----------------------|
|  |                                  | 2019       | 2020       | 2021       | LV         | HV        | ERT       | PATROL    | AID       | OTHER     | LV         | HV       | RION - M1 | M1 - M2  | M2 - M3   | M3 - M4  | M4 / PLAZA / ANTIRION |
|  | <b>TOTAL</b>                     | <b>111</b> | <b>135</b> | <b>138</b> | <b>118</b> | <b>20</b> | <b>1</b>  | <b>71</b> | <b>29</b> | <b>37</b> | <b>86</b>  | <b>9</b> | <b>12</b> | <b>6</b> | <b>10</b> | <b>7</b> | <b>102</b>            |
| Anything involving a vehicle not caused by a Collision | Tyres                            | 16         | 17         | 26         | 24         | 2         | 0         | 11        | 4         | 11        | 12         | 0        | 3         | 0        | 1         | 2        | 19                    |
|  | Fuel                             | 2          | 6          | 7          | 6          | 1         | 1         | 2         | 2         | 3         | 5          | 0        | 0         | 2        | 1         | 1        | 3                     |
|  | Mechanical                       | 89         | 109        | 94         | 79         | 15        | 0         | 55        | 16        | 22        | 69         | 9        | 7         | 3        | 6         | 2        | 78                    |
|  | Other (lights, loose load, etc.) | 4          | 3          | 11         | 9          | 2         | 0         | 3         | 7         | 1         | 0          | 0        | 2         | 1        | 2         | 2        | 2                     |

| TRAFFIC ACCIDENT        | TOTAL     | 2019      | 2020     | 2021     | LV       | HV       | ERT      | PATROL   | AID      | OTHER    | LV       | HV       | RION - M1 | M1 - M2  | M2 - M3  | M3 - M4  | M4 / PLAZA / ANTIRION |
|-------------------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|-----------------------|
| <b>TOTAL</b>            | <b>11</b> | <b>11</b> | <b>8</b> | <b>4</b> | <b>4</b> | <b>0</b> | <b>2</b> | <b>0</b> | <b>5</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>7</b>              |
| Collision With Vehicles | 2         | 2         | 4        | 3        | 1        | 0        | 2        | 0        | 1        | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 3                     |
| Other Collision         | 9         | 9         | 4        | 1        | 3        | 0        | 0        | 0        | 4        | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 4                     |

| OTHER INCIDENT            | TOTAL     | 2019      | 2020       | 2021      | LV        | HV       | ERT       | PATROL   | AID       | OTHER    | LV       | HV        | RION - M1 | M1 - M2  | M2 - M3   | M3 - M4   | M4 / PLAZA / ANTIRION |
|---------------------------|-----------|-----------|------------|-----------|-----------|----------|-----------|----------|-----------|----------|----------|-----------|-----------|----------|-----------|-----------|-----------------------|
| <b>TOTAL</b>              | <b>43</b> | <b>61</b> | <b>126</b> | <b>14</b> | <b>24</b> | <b>0</b> | <b>19</b> | <b>8</b> | <b>96</b> | <b>1</b> | <b>0</b> | <b>11</b> | <b>5</b>  | <b>3</b> | <b>11</b> | <b>70</b> |                       |
| Toll lane Incident        | 8         | 11        | 51         | 6         | 19        | 0        | 4         | 0        | 47        | 1        | 0        | 0         | 0         | 0        | 0         | 0         | 44                    |
| Fire Outbreak (if origin) | 0         | 0         | 0          | 0         | 0         | 0        | 0         | 0        | 0         | 0        | 0        | 0         | 0         | 0        | 0         | 0         | 0                     |
| Equipment Failure         | 0         | 0         | 6          | 0         | 0         | 0        | 0         | 0        | 5         | 0        | 0        | 3         | 1         | 0        | 0         | 0         | 2                     |
| Incident With Pedestrian  | 1         | 3         | 1          | 0         | 0         | 0        | 0         | 0        | 1         | 0        | 0        | 1         | 0         | 0        | 0         | 0         | 0                     |
| Abnormal Weather Event    | 16        | 13        | 15         |           |           | 0        | 0         | 0        | 15        |          |          |           |           |          |           |           |                       |
| Demonstration             | 1         | 0         | 3          |           |           | 0        | 0         | 1        | 2         |          |          | 1         | 0         | 1        | 0         | 0         | 1                     |
| Special Convoy incident   | 0         | 0         | 0          | 0         | 0         | 0        | 0         | 0        | 0         | 0        | 0        | 0         | 0         | 0        | 0         | 0         | 0                     |
| Hazmat Incident           | 1         | 3         | 16         | 0         | 3         | 0        | 6         | 0        | 10        | 0        | 0        | 0         | 0         | 0        | 0         | 0         | 15                    |
| Malicious Act             | 4         | 3         | 3          | 0         | 0         | 0        | 0         | 0        | 3         | 0        | 0        | 0         | 0         | 0        | 0         | 1         | 0                     |
| Other                     | 12        | 28        | 31         | 8         | 2         | 0        | 9         | 7        | 13        | 0        | 0        | 6         | 4         | 2        | 10        | 8         |                       |

| CONSEQUENCES                   | TOTAL     | 2019      | 2020      | 2021 |
|--------------------------------|-----------|-----------|-----------|------|
| <b>TOTAL</b>                   | <b>18</b> | <b>17</b> | <b>24</b> |      |
| Damage to Project              | 2         | 1         | 1         |      |
| Damage to Equipment            | 12        | 8         | 13        |      |
| Fire Outbreak (if consequence) | 0         | 0         | 0         |      |
| Injury                         | 2         | 1         | 1         |      |
| Fatality                       | 1         | 0         | 0         |      |
| Pollution                      | 0         | 7         | 9         |      |
| Other                          | 0         | 0         | 0         |      |
| Company Employee Involvement   | 1         | 0         | 0         |      |



# 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

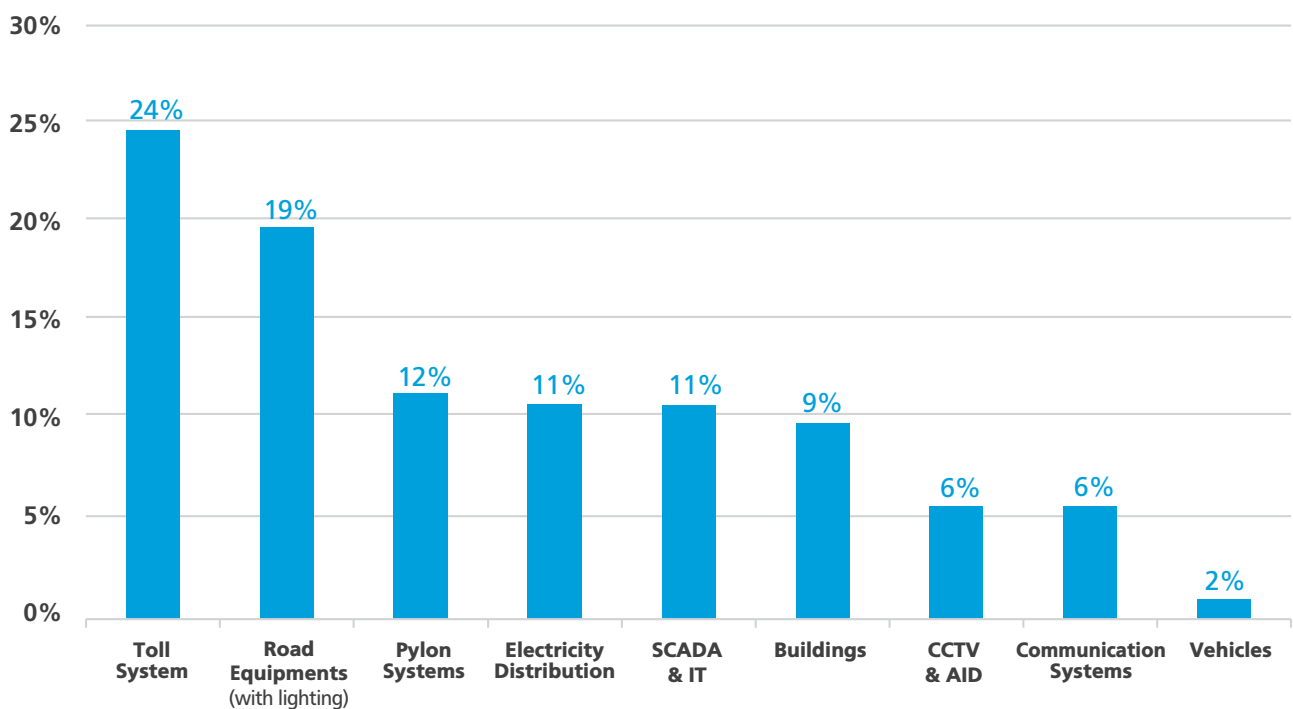
In 2021, there were 1392 preventive maintenance visits carried out which gave rise to as many intervention reports.

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



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

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.

# PART 05

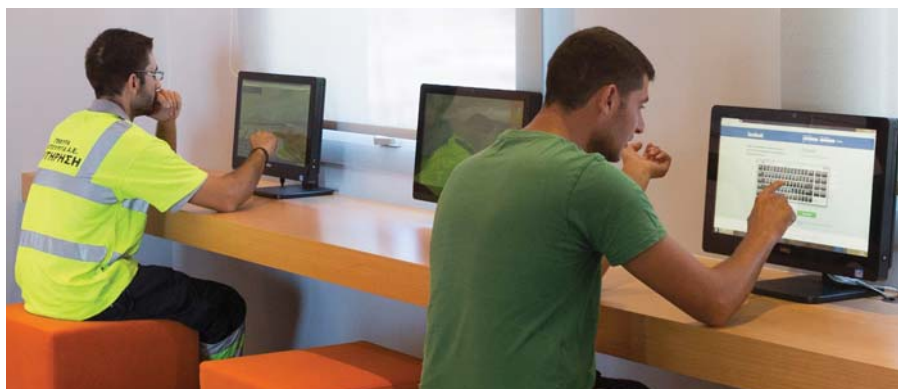
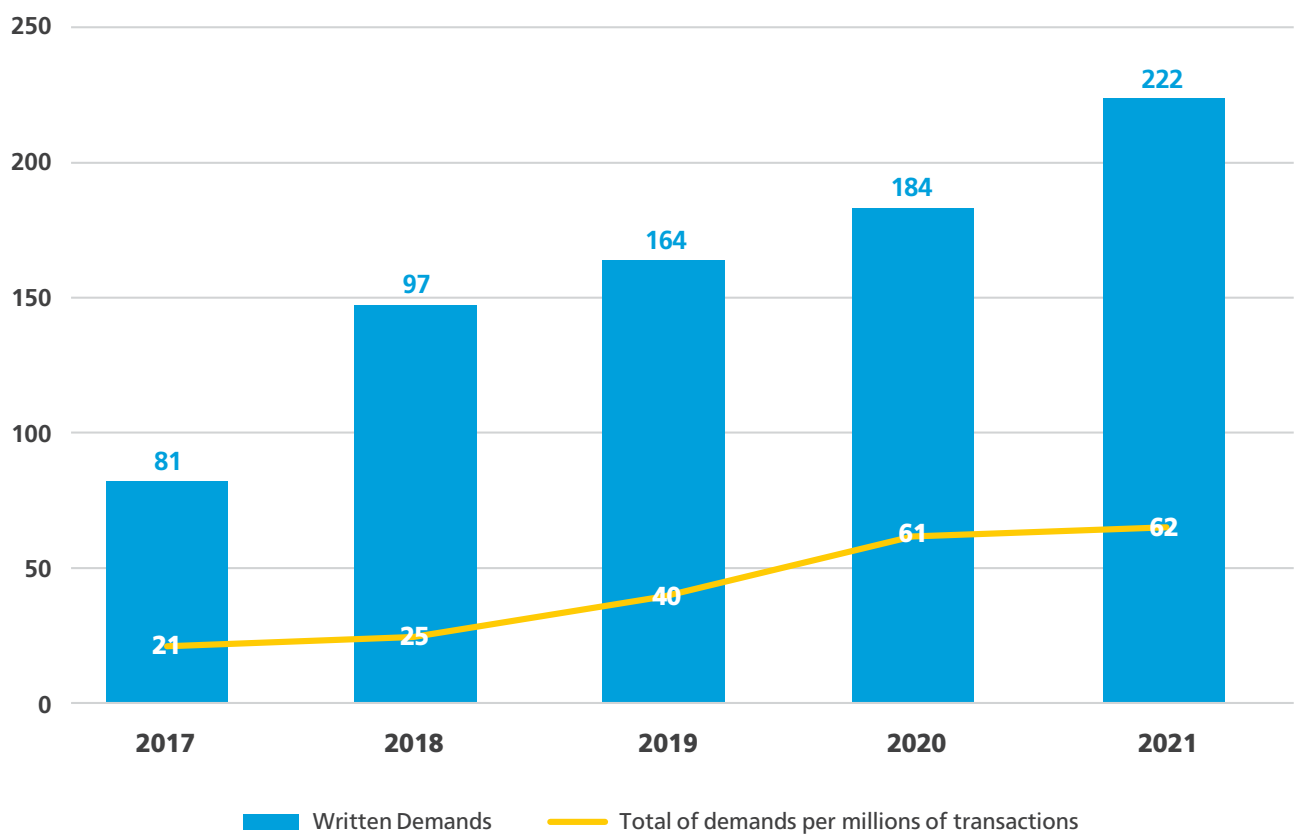


## CUSTOMER SERVICE

# 1. CUSTOMER DEMANDS

In 2021, Customer Service received a total of 222 demands for various issues, which were answered in an average of 0,83 working days.

Number of Demands (per year and million of transactions):





7.2% of the demands were about wrong change, while 34.7% 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.

The increase of customer demands is mainly due to the increasing number of e-pass subscribers and also to the increasing usage of tags in general, to the whole network of Greek motorways.

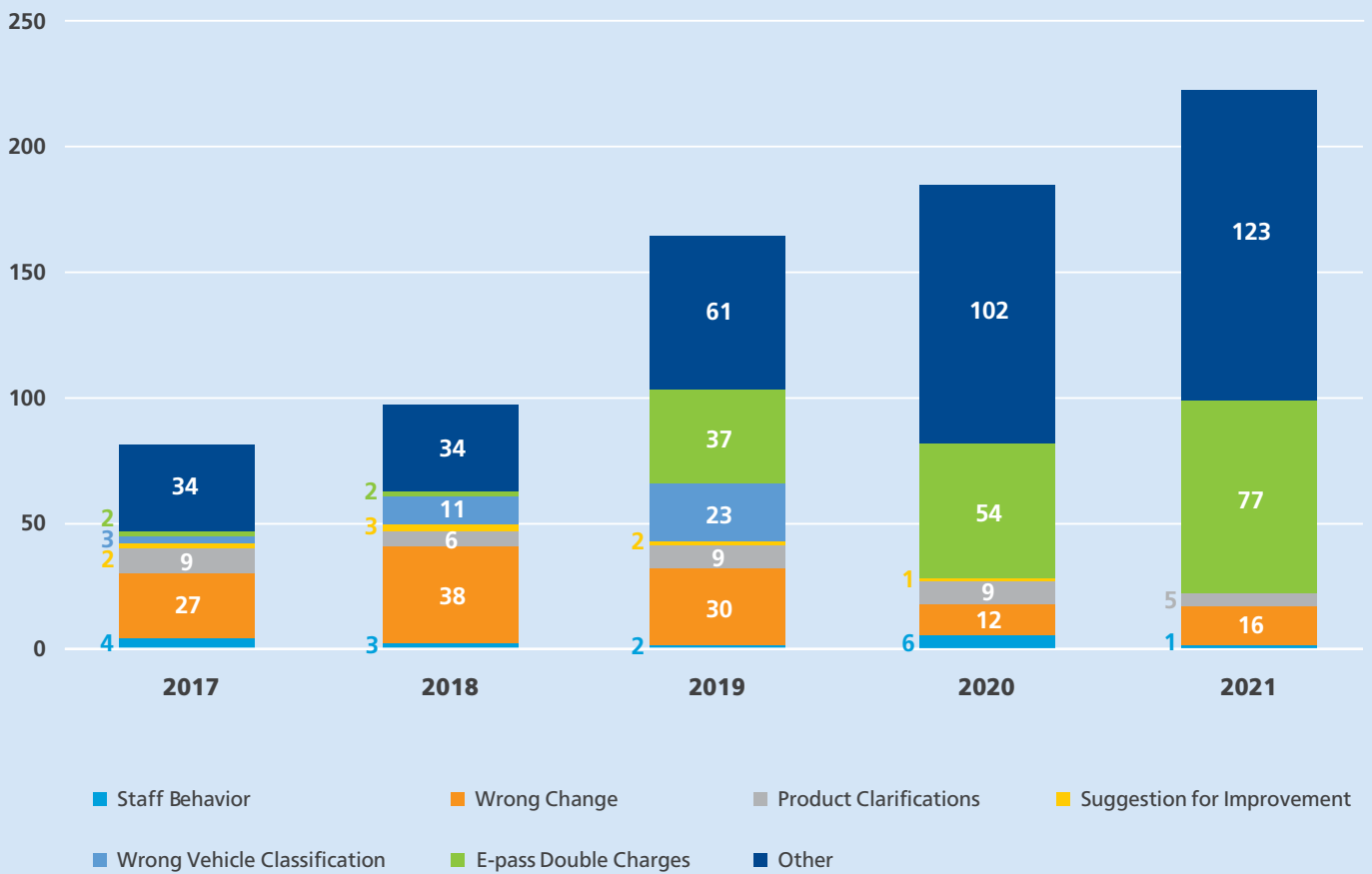
| TYPE OF DEMANDS               | 2017      | 2018      | 2019       | 2020       | 2021       |
|-------------------------------|-----------|-----------|------------|------------|------------|
| STAFF BEHAVIOR:               | 4         | 3         | 2          | 6          | 1          |
| WRONG CHANGE:                 | 27        | 38        | 30         | 12         | 16         |
| PRODUCT CLARIFICATIONS:       | 9         | 6         | 9          | 9          | 5          |
| SUGGESTION FOR IMPROVEMENT:   | 2         | 3         | 2          | 1          | 0          |
| WRONG VEHICLE CLASSIFICATION: | 3         | 11        | 23         | 0          | 0          |
| E-PASS DOUBLE CHARGES:        | 2         | 2         | 37         | 54         | 77         |
| OTHER:                        | 34        | 24        | 61         | 102        | 123        |
| <b>TOTAL:</b>                 | <b>81</b> | <b>97</b> | <b>164</b> | <b>184</b> | <b>222</b> |

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 2022.

During the same period, the call center received more than 163.000 incoming calls covering various issues, such as provision of information on products and services, reloads of e-pass accounts, information on weather conditions, etc.



## Type of Written Demands:



# E-PASS SUBSCRIBERS' SATISFACTION SURVEY

In September 2021 we ran an online customer satisfaction survey for our e-pass subscribers in order to assess the level of satisfaction from our services.

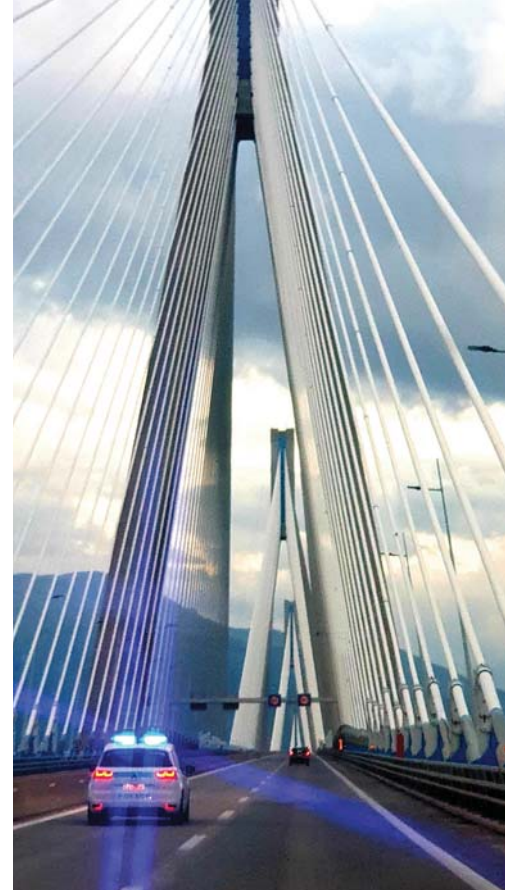
## The aims of the survey were:

- To understand the customer satisfaction levels with the products and services provided by Gefyra Litourgia S.A.
- To generate customer feedback,
- To identify opportunities and areas of improvement,
- To offer an additional channel to all users to express their views regarding the products or services they received.

The online questionnaire was sent via email to 20.903 subscribers and we **received 2.079 responses**.

## The main findings of the survey showed:

- 89% of the subscribers use the online services to manage their account.
- 50% are accessing their account from the website (www.gefyraepass.gr), 44% from the mobile app (MyGefyra) and a small percentage (6%) prefer to enquire about their account by contacting Customer Services.
- 74% of the respondents are very or quite satisfied from the online payments.
- 70% were overall very or quite satisfied by the services provided through the website.
- 51% were very or quite satisfied by the services provided by the mobile app.



## Regarding the improvement of online services, the participants suggested the following:

| ► Website:   | ► "MyGefyra" app:   |
|--|---|
| <ul style="list-style-type: none"> <li>• To be available on mobile devices (responsive design).</li> </ul>                                 | <ul style="list-style-type: none"> <li>• To be able to contact Customer Services directly from the app.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• To calculate the total cost of tolls for a trip, including tolls from other motorways.</li> </ul> | <ul style="list-style-type: none"> <li>• To have the same functionalities as the website (download of monthly invoices, order new products, update personal details, view history of crossings etc).</li> </ul> |
| <ul style="list-style-type: none"> <li>• To inform of the cost of the next crossing, according to the e-pass discount scale.</li> </ul>    |   |
| <ul style="list-style-type: none"> <li>• To enable reloads through a standing order from the bank.</li> </ul>                              | <ul style="list-style-type: none"> <li>• To receive real-time push notifications regarding traffic issues.</li> </ul>   |

The above suggestions were discussed with the Concessionaire and there are plans to implement within the next two years.

## CUSTOMER SERVICE VISITORS' SATISFACTION SURVEY

At the same period, we also run a face to face survey with the visitors of Customer Services Department, in order to:

- To receive feedback regarding the level of satisfaction and the quality of services provided to the general public by Customer Services team.
- To identify opportunities and areas of improvement.
- To offer an additional channel to all users to express their views regarding the products or services they received.

A total of 54 visitors participated in the survey, with the following results:

### ► Reasons for visiting Customer Services:

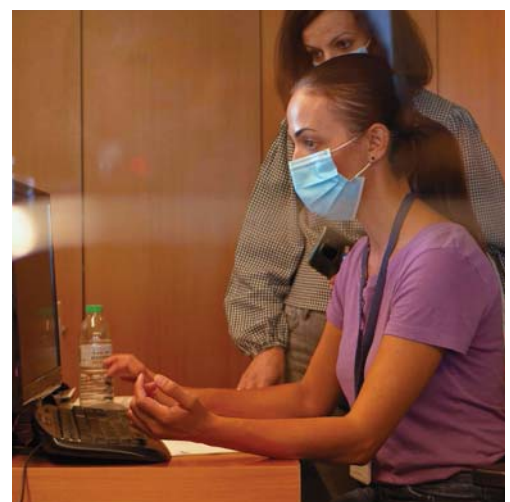
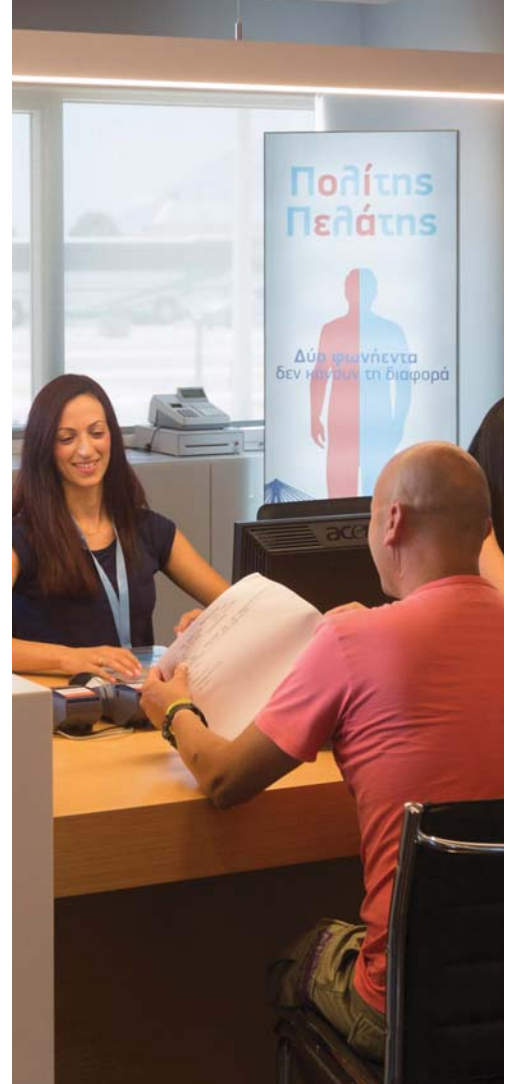
- 44% to become e-pass subscribers.
- 13% to pick up their tag, following an online application.
- 18% to perform a reload to their e-pass account.
- 9% to return or replace an old tag.
- 16% for other reasons (to make a complaint / suggestion for improvement, to request information on their e-pass account, Gefyra's services or information on the project, etc).

► 87% were very satisfied with the outcome of that particular visit.

► 93% were very satisfied with the overall attitude of the staff.

► 98% were very satisfied with the information they received regarding their issue.

The participants also commented that Customer Service staff were very polite, had a friendly and helpful attitude and fully assisted them with their request.





## 2. VISITS

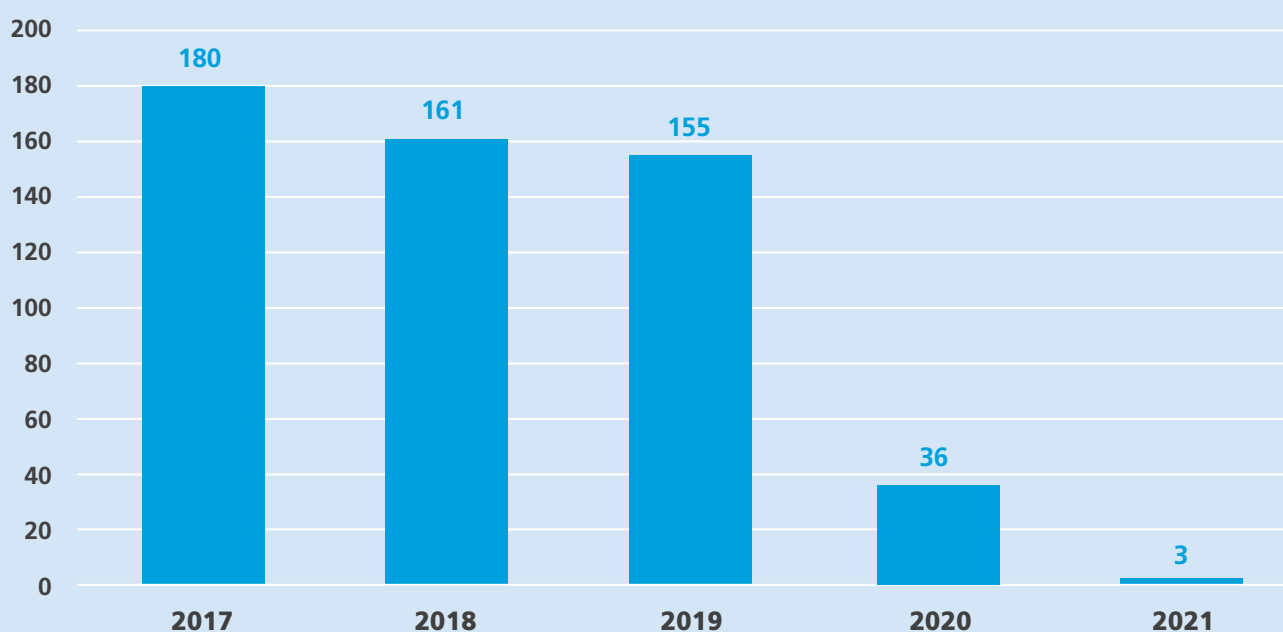
During the year, the Exhibition Center remained closed to the general public, for two reasons:

- The space was used as an additional meeting room, to accommodate internal meetings with larger numbers of participants, in order to follow the health and safety recommendations regarding distances between people.
- The government introduced compulsory checks on people entering enclosed spaces, therefore we should have hired someone to perform the checks, which was not a cost-effective solution at this time.

Only 3 scheduled visits were hosted which were part of pre-arranged events such as a company's presentation to e-pass subscribers, a visit from the local government officials and a presentation to a supplier.



Number of Visits per Year:



# 3. 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 reloads of **e-pass accounts through the web was increased from 59% in December 2020 to 76% in December 2021**, while at the same time, the reloads in lane went from 35% to 22%.

Reload of E-pass Transactions

|           | 2020 |     |     | 2021 |     |     |
|-----------|------|-----|-----|------|-----|-----|
|           | LANE | POS | WEB | LANE | POS | WEB |
| January   | 55%  | 6%  | 39% | 23%  | 3%  | 75% |
| February  | 53%  | 6%  | 41% | 23%  | 2%  | 74% |
| March     | 47%  | 5%  | 48% | 24%  | 3%  | 74% |
| April     | 41%  | 4%  | 55% | 23%  | 3%  | 74% |
| May       | 45%  | 5%  | 50% | 25%  | 3%  | 73% |
| June      | 42%  | 6%  | 52% | 23%  | 3%  | 73% |
| July      | 40%  | 7%  | 53% | 25%  | 3%  | 72% |
| August    | 40%  | 8%  | 53% | 25%  | 3%  | 72% |
| September | 42%  | 6%  | 52% | 23%  | 3%  | 74% |
| October   | 41%  | 6%  | 53% | 22%  | 3%  | 75% |
| November  | 37%  | 6%  | 57% | 20%  | 3%  | 77% |
| December  | 35%  | 6%  | 59% | 22%  | 3%  | 76% |



## PROMOTION OF E-PASS PROGRAMS

In Lane Promotion:

In order to boost e-pass subscriptions to passing drivers, in May, we covered the booths in manual lanes with promotional messages regarding the benefits of e-pass programs.

At the same time, we installed temporary message boards on the toll islands of manual lanes, so vehicles waiting in line can see the message on the board and request any information from the toll collector if necessary.



Online Campaign:

During June and July, we launched an online campaign in the company's social media accounts, focusing on the promotion of the benefits of using a tag and the online account management services.

At the same time, we added a pop-up window promoting e-pass to the visitors of [www.gefyra.gr](http://www.gefyra.gr) along with a small banner on the main page, linked to the e-pass section of the website.

As more and more people of all age groups use the internet to get information, we are planning to run online campaigns next year, with the assistance of a professional digital agency, and update the company's website to be more products' focused.



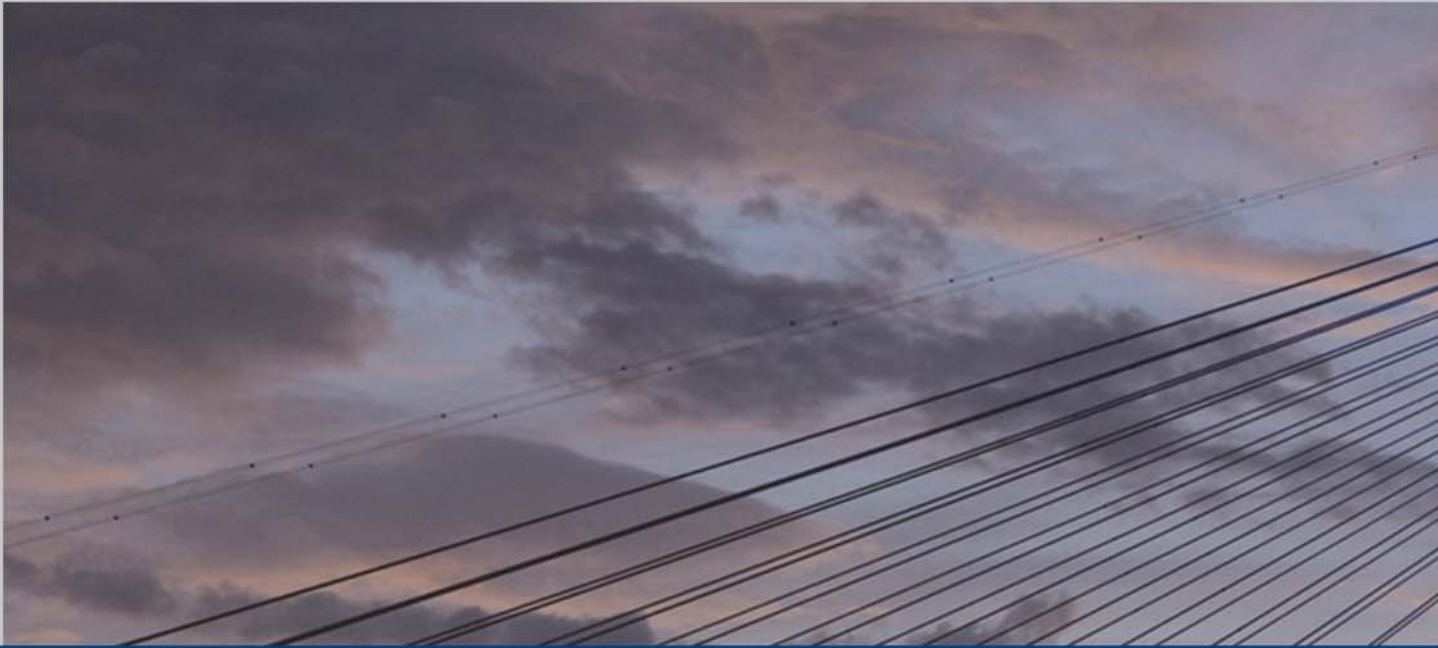
## "A DAY ON THE BRIDGE" EVENT FOR E-PASS SUBSCRIBERS

Early in October, as part of the National Customer Service Week, we organized an exclusive behind the scenes tour on our premises for a group of e-pass subscribers, in order to share with them how we operate and maintain the project.

The participants had the opportunity to visit areas of the project that are not accessible to the general public (such as the Control Center, Pylon M4 etc) and see first-hand what each team does, how they work, what challenges they face on their day-to-day duties and what systems are in place to assist them.

The feedback we received was very positive – the participants were impressed with all the work that is done without being visible to the users of the Bridge, as well as with the construction of the project itself.

Due to the success of the event, we are planning to host more open days for the public in 2022.



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