

ANNUAL SUSTAINABILITY REPORT



The best travel companion







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Message from the CEO



It is our great pleasure and honor to present the **7th Corporate Responsibility Report** of Nea Odos, which reflects both our broader vision to be the "best driving companion" for the drivers using our highways, and our firm commitment to operate modern highways, of European standards, which contribute to the development of the national economy, ensure the protection of the environment and upgrade the quality of life of society.

Due to the ongoing global health crisis, the role of sustainability is gaining new momentum, pushing us to plan for the future on a long-term basis, but with greater flexibility, resilience and enhanced reflexes. We fully recognize all aspects of the key role we have taken on as managers of a public good and an important public infrastructure, which contributes significantly to regional and national development. As our per usual practice, this year inclusive, we have constantly been looking into new ways and planning strategic programs and innovative actions, always focused on improving the level of safety and services to drivers who use our infrastructure.

In this context, the Corporate Responsibility strategy of our company is developed around five central pillars, that is road safety to minimize accidents and improve our infrastructure, improving the quality of our services, especially through the adoption of new technologies, human resource development, environmental protection and promotion, and cooperation with local communities and social contribution.

This year we focused primarily on the following initiatives and actions:

- We formed a strategic cooperation with the National Observatory of Athens in order to create a focused platform for forecasting
 the weather conditions on the highways of Nea Odos, and to install additional meteorological stations in order to have an even
 better picture of the weather conditions and be prepared to manage emergencies with greater speed and efficiency.
- We carried out a technical study to highlight and enhance the greenery on the highways, unifying the irrigation system and
 integrating it into the company's automation systems, with the aim of increasing the green areas, while optimizing the water
 resources management.
- We further invested in innovation and new technologies, aiming at the fullest monitoring of various incidents through the
 implementation of a pioneering system using video analytics, for the first time in Greece, which relies on artificial intelligence
 technology for the automatic recognition of wrong-way driving incidents at the junctions.
- In the context of promoting the full interoperability of the electronic toll payment services (GRITS), in 2020 we implemented a large investment strategy of € 600,000 focusing on software upgrades and the installation of new equipment at toll stations.
- At the same time, we developed and presented to the general public the first "all-in-one" application for mobile phones, called MyOdos, an innovative application to meet driver needs. This application enables drivers, the moment they start their trip, to enter their destination, to calculate the exact cost of tolls, to learn where they can stop, to top up their accounts, if there is not enough money in it, and to travel all over Greece. During their trip, the app sends a series of important safety alerts for any incidents and traffic regulations, through the push notifications using Geo-targeting.
- The total Nea Odos toll passages through the electronic toll payment system showed a significant increase compared to the **previous year**, proving the need for further digitalization and integration of new technologies in our services.
- With the "We live in a country full of treasures, let's discover them together!" motto, for the first time in Greece, but also at
 a pan-European level, we launched a pioneering initiative called the ROUTES. This is a website, fully adaptable to any screen
 device, through which we highlight the cultural, historical and environmental wealth of each area our highways cross, using
 digital tours with text, images and audio, thus contributing to highlighting and promoting the sights of the areas adjacent to our
 projects.
- Responding to the new conditions created by the pandemic, we mobilized all our creativity, transferring a large part of our employee education and training programs and our wider operation to an online environment, investing over €420,000 in actions that promote the health and safety of our human resources, contributing significantly to the empowerment as well as to the development of skills and talents of our people.
- We continued to create the appropriate conditions for the promotion of electric mobility in the country, gradually installing electric vehicle chargers in the Motorist Service Stations of the Athens Lamia highway that did not have any. We also installed 18 chargers in all our building facilities for the needs of our corporate fleet. Using "Go Green" as our motto, Nea Odos became the first motorway concession company in the country to implement a comprehensive plan to replace its vehicle fleet with

"green" vehicles, after acquiring the first fully electric mini-van for highway maintenance works in February 2020, committed to the strategy drawn in 2018, when Ionia Odos became the first and only till today highway in the country that offers the possibility of charging along its entire length, in each Motorist Service Station. The goal for 2021 is to replace at least 20% of our corporate fleet with electric or hybrid vehicles. In order not only to reduce our impact on but also to promote the environment, we have invested more than €1 million in environmental protection projects.

- We increased our support to local communities. During all the years of our operation, we have systematically supported regional development, as over 60% of our suppliers come from local communities, and thus we contribute a total of almost €85 million as a social product. This year, we implemented an innovative action for the first time in our country we created the "Local & Traditional Products Market" in a parking lot on the highway, in the Lake Amvrakia area. These are six elegant stores, which we offer on a rotating basis and without financial consideration to local producers in neighboring areas so that they present and highlight the wealth of the primary production sector of the Etoloakarnania and Epirus regions.
- We put into operation a system of specially designed backup and "smart" Traffic Management Centers and Tunnel Control Centers. These are essential back-up centers, fully prepared, ready to assist the work of the existing Centers in case of an emergency, such as the forced evacuation of a building due to an emergency, a confirmed Covid-19 case, etc., thus ensuring the undisturbed and smooth operation of the highway and all the related provided services, providing the highest levels of safety.
- Finally, on a horizontal level, we are very proud of our company's Business Continuity Management System, which was recently certified according to the international ISO 22301: 2012 standard, making Nea Odos the first concessionaire company to receive the relevant certification. The System is applied to all our activities so that we immediately and effectively respond to devastating events and unforeseen situations, such as a fire disaster, extreme weather conditions, accidents, a Covid-19 case, etc., and to prevent critical service interruptions. In 2020 we invested a total of €238,970 in employee protection actions as well as business continuity actions.

This Report makes us all proud, because it reminds us of our small and big achievements, whilst keeping us focused on the goals we have set for the future. It forms a common agenda for the very development of the company and the prosperity of the communities we operate in, aiming at sustainable, responsible development, with environmental awareness and social sensitivity. Lastly, I would like to thank all of you, the people of Nea Odos, the shareholders, the stakeholders and the whole society for their support, dedication, enthusiasm and participation in this unique journey that we have been planning together for 7 years!

Rodianos Antonakopoulos, CEO

COVID-19 Response and Business Continuity of Nea Odos 2020

€238,970

in employee protection and business continuity initiatives



1,172 L litres of antiseptics for surfaces



3,086 L litres of antiseptics for personal use



98,745 surgical masks



10,000 antiseptic wipes



159,000 gloves



thermometers



125 COVID-19 Tests for the employees



Established
cooperation with
a specialized
diagnostic centre
to conduct tests for
the employees



Full telephone and electronic services for all drivers and subscribers of the motorways



Informative
video titled: "We
will stay home
for a while
longer"



299

preventive disinfections at the Customer Service Centre and at the Toll Stations (58 carried out from the Nea Odos' trained team)



preventive disinfections at the Traffic Management Centres (97 carried out from the Nea Odos' trained team)



€36,005 in works for the protection of employees and visitors



€6,949 for the purchase of disinfection equipment



€4,560 special air purifiers



€2,055

for education,
information and
awareness campaigns

Donations - Total value of donations: €3,962



400

face masks and 12 thermometers for the Fthiotida Police Force with a **total value of €2,818**



500

disposable masks and 160 bottles of antiseptic at the 2nd Department of Attica Motorway Traffic Police with a total value of €190



250

Disposable masks and 3 antiseptics at the 2nd Department of Fthiotida Motorway Traffic Police with a total value of €115



Pandemic response materials for the Atalanti Health Centre with a total value of €839



Creation and posting of posters in all facilities and Customer Service Centres



Infrastructure
Preparation for
Teleworking
and Remote
Management



€14,512

for the purchase of IT equipment



Additional equipment for remote work



Preparation of an operation plan with security personnel



Expansion of the VPN system for remote work

At a Glance

Road Safety

Primary Sustainable Development Goals







3. GOOD HEALTH AND WELL-BEING

9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

11. SUSTAINABLE CITIES AND COMMUNITIES

Secondary Sustainable Development Goals



17.PARTNERSHIPS FOR THE GOALS

- 10,158 manhours invested in road infrastructure repairs
- Over 5,700 vehicles safely towed
- 83.8% of the public is very satisfied with the company's performance in Road Safety
- Video Analytics Pilot System for the detection of dangerous incidents

Manhours for Road Maintenance

2020 2019 2018 221,269 233,586 251,093

Quality in Services

Primary Sustainable Development Goals



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

Secondary Sustainable Development Goals



17.PARTNERSHIPS FOR THE GOALS

- Launched the first "all-in-one" MyOdos App
- 9,203,817 electronic transactions performed in Nea Odos' Toll Stations
- Invested over €3,443,889.35 in subscription programs

Caring for the Environment

Primary Sustainable Development Goals





12. RESPONSIBLE CONSUMPTION AND PRODUCTION

13. CLIMATE ACTION

Secondary Sustainable Development Goals













- 3. GOOD HEALTH
- 6. CLEAN WATER
- 7. AFFORDABLE AND CLEAN ENERGY AND COMMUNITIES
- 11. SUSTAINABLE CITIES 15.LIFE ON LAND
- 159 environmental audits at the facilities
- Purchase of 1st electric vehicle
- + 160% increase of the total amounts recycled
- Planted 21,043 trees along Ionia Odos

Human Resources

Primary Sustainable Development Goals



8. DECENT WORK AND ECONOMIC GROWTH

Secondary Sustainable Development Goals













- AND WELL-BEING
- 4. QUALITY EDUCATION
- 5. GENDER EQUALITY
- 10. REDUCED **INEQUALITIES**
 - - **536** employees
- €238,970 in employee protection and business continuity-up projects
 - **42.7**% women
 - Over €420,000 invested in Health and Safety

Evolution of Employee Numbers

2020	2019	2018
536	537	530

Cooperation with Local Communities and Social Contribution

Primary Sustainable Development Goals



17. PARTNERSHIPS

Secondary Sustainable Development Goals













1. REDUCED INEQUALITIES

3. GOOD HEALTH AND WELL-BEING

4. QUALITY EDUCATION

11. SUSTAINABLE CITIES AND COMMUNITIES

16. PEACE, JUSTICE AND STRONG INSTITUTIONS

- 700 students participated in the interactive educational program "Cycling Safely" for Road Safety
 - Free toll entries for social actors and people with disabilities worth €390,009
 - **Developed the microsite "Tours"** for the promotion of local landmarks alongside Nea Odos •

Social Product

2020 2019 2018

€84.7 million €101.2 million €109.8 million

Organisation and Management

Primary Sustainable Development Goals





17. PARTNERSHIPS 16. PEACE, JUSTICE AND

Zero incidents

- of non-compliance with user safety legislation
 - with motorway signage
 - with responsible communication principles
 - for corruption •

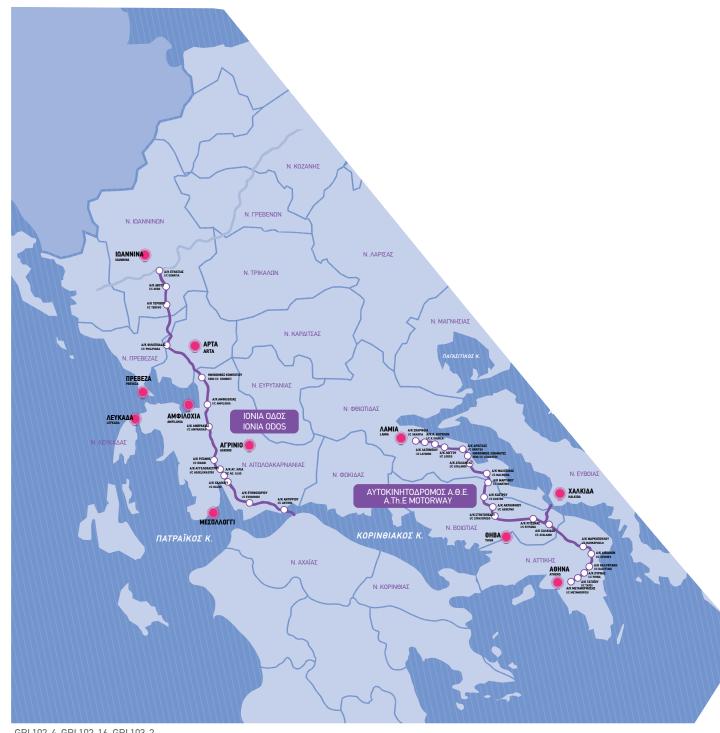
Certification of the Business Continuity Management System with ISO 22301

Distinctions:

Bronze Award at the Green Awards 2020 in the "Green Transportation Service" category Customer Service Distinction Award at the National Customer Service Awards 2020

Mission

We offer the highest levels of safety, together with top quality services. We pursue excellence in the operation and maintenance of our motorways. We recognize the absolute need to protect the environment. We take care of our people and we contribute to the country's sustainable development.



Vision

We are determined to change the map of Greece and to become a model for our industry. We create value for the country, our local communities and shareholders, a primary means being our people's commitment, expertise and knowledge.

Our values

Efficiency and effectiveness

- We work daily toward a goal of development, balancing risks with opportunities
 - We strive for innovation and the continuous improvement of our performance •
- We optimize the use of our resources, providing value to shareholders and stakeholders •

Responsibility

- We work in the interest of public well-being and environmental protection •
- We are fully committed to meeting our responsibilities towards all drivers •
- We encourage our people to take on responsibilities to further our organization's success

The strength of our people

- We acknowledge effort, recognize talents and support their development
 - We operate as a team, united with common goals •
- We appreciate different viewpoints and support constructive arguments as a means of effective cooperation
 - We respect, care about and support our team members •

Integrity

- We focus on building and maintaining bonds of trust with our subscribers and partners
 - We encourage sincere cooperation and communication with all our partners
 - We operate in a fair and transparent way, with a focus on business ethics •

NEA ODOS

1.1 Project Management

The exclusive activity and scope of work of the Nea Odos Concession Société Anonyme (or Nea Odos or the company) is the study, design, construction, finance, operation, and maintenance of the "Aftokinitodromos Ionia Odos from Antirrion till Ioannina, A.Th.E. Athens (Metamorfosi Flyover) — Maliakos (Skarfia) and the connecting branch of A.Th.E. Schimatari — Chalkida" Concession Project.

In more detail, Nea Odos is responsible directly or through its partners for:

- 1. The study and the preparation of all the necessary studies (environmental, road-construction, geotechnical etc.)
- 2. The design of all new parts
- 3. The construction of all new parts
- 4. The operation, control and traffic monitoring, emergency event management, routine tasks (i.e., road cleaning)
- 5. The maintenance of the premises, the motorways, the relevant equipment, the patrol, maintenance and snow removing vehicles
- 6. The management and collection of tolls
- 7. The management of Motorway Service Stations



The Concession project extends to a total length of 380 m and consists of the following three sections:

- The Ionia Odos motorway which covers 196km from Antirrio to Ioannina (Flyover at Egnatia Odos) that aims to give Western Greece a new life and make Ipeiros more accessible,
- 2. The section, within the Athens Thessaloniki Evzoni motorway (A.Th.E.) that is 172km long, which starts from the Metamorfosi flyover up to the flyover in Skarfia, Fthiotida,
- 3. The Schimatari Chalkida connecting branch, which is 11km long.

IONIA ODOS IN NUMBERS



24Bridges, with a total length of 7 km



9Motorist Service Stations



19 Interchanges



Frontal Toll Stations



4

Two-way tunnels with a total length of



5 Lateral Toll Stations



3 Operation and Maintenance Centres



24Overpasses

77 Underpasses

A.Th.E. MOTORWAY IN NUMBERS



8 Bridges



Motorist Service Stations



30 Interchanges



Tunnel Control Centre



Frontal Toll Stations



84Underpasses and overpasses



Lateral Toll Stations



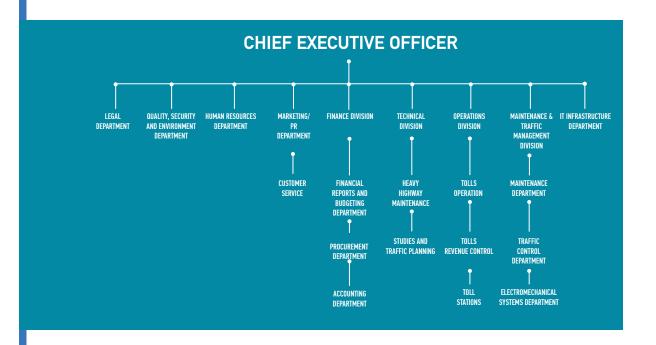
Tunnels with a total length of 3.5 km

Through its experience and the expertise of its staff, Nea Odos takes care of and provides to every single driver a contemporary, secure road driving environment and quality road safety services and customer care. The strategic goal of Nea Odos is the operation of contemporary motorways aligned to European standards, which contribute to the development of the national economy, ensure environmental protection and upgrade the life quality of the community at large. To this end, Nea Odos is committed to providing safe and fast transportation for everyone, in combination with the provision of high quality services.

1.2 Shareholder and Organizational Structure

The efficient and competitive operation of Nea Odos is ensured through its comprehensive Corporate Governance system which consists of a suite of processes that are based on transparency and integrity. The system aims at safeguarding the legitimate interests of the shareholders and partners. Additionally, the effective operation of the company maximizes its flexibility and consequently that makes the company able to meet contemporary social challenges and expectations of its internal and external stakeholders, thus maximizing its overall contribution to society and the economy. There has been no change in the shareholder structure of Nea Odos and GEK TERNA SA remains the sole shareholder of the company.

The Chief Executive Officer is responsible for the implementation of the decisions of the Board of Directors (BoD). The organizational chart that follows presents the organizational structure of the company.



Corporate Governance

1.3

The Board of Directors of Nea Odos comprises of ten members and decides upon significant corporate issues during predetermined meetings. The BoD decisively contributes to the smooth operation of Nea Odos as it leads and manages corporate issues to the benefit of the shareholders and all stakeholders. The BoD ensures the appropriateness of the organizational structure for meeting the needs of the corporate strategy and implementing strategic decisions. The BoD also ensures a fair and equitable work environment for all staff, regardless of position, duties and responsibilities, based on corporate principles and values, in a moral, impartial and socially acceptable manner.

The composition of the Nea Odos Board of Directors is shaped and finalized aiming at its most possible effective operation while the independent relationship of its members with the activities and operations of the company offers greater independence and objectivity regarding the expression of their opinion and their decision making. In this context, the company provides sufficient information to all members so that they are able to form independent assessments on issues such as corporate strategy, vision and goal setting, operational tools, etc.

In December 2020, the composition of the Board was:

- Emmanouil Vrailas Chairman Non-executive member
- Emmanouil Moustakas Vice Chairman Non-executive member
- Rodianos Antonakopoulos CEO Executive Member
- Vasileios Delikaterinis Member Non-executive member
- Christos Zaribas Member Non-executive member
- Alexandros Iosif Aligizakis Member Non-executive member
- Andromachi Pasallidou Member Non-executive member
- Pinelopi Lazaridou Member Non-executive Member
- Evangelos Kareklas Member Non-executive Member
- Vaia Houhourelou Member Non-executive Member

Gender Ratio and Age Distribution of the Board of Directors

Women N	den			
	Members	<30	30-50	50+
4	3	0	1	2
	7	0	2	5
Total	10	0	3	7

1.4 Financial Performance

The International Financial Reporting Standards (IFRS) form the framework for the preparation of the financial statements of the company for the fiscal year that ended on December 31, 2020. The 2020 Annual Financial Statements include all the published financial data of the company.

		Net sales (in t	h. €) (31/12)
	2020 IFRS	2019 IFRS	2018 IFRS
Exploitation segment of Ionia Odos — A.Th.E. Motorway.	113,805.39	134,901.98	127,322.32
Construction segment of Ionia Odos Motorway	2,021.67	CONSTRUCTION COMPLETION	3,871.15
Total	115,827.06	134,901.98	131,193.46

Financial Information (in th. €)	2020 IFRS	2019 IFRS	2018 IFRS
Net Sales	115,827.06	134,901.98	131,193.46
Other operating income	48,223.82	22,583.71	12,199.95
Revenue from financial investments	518.99	574.70	1,134.07
Total income	164,569.87	158,060.40	144,527.49
Operating cost	66,594.31	60,680.05	62,601.17
Employee salaries and benefits	12,430.42	9,937.03	12,119.37
Payments to providers of capital	13,642.02	25,597.16	33,275.28
Net profit / (loss) before taxes	26,442.17	26,933.01	20,500.65
Net profit / (loss) after taxes	24,960.48	26,038.78	15,139.89
Total payments to state bodies (taxes paid)	13,456.33	19,958.56	12,912.93
Company investments	8,663.06	10,795.88	16,120.19
Total capitalisation	457,136.11	463,120.39	472,068.91
Equity	223,421.15	197,730.93	257,784.45
Total liabilities	306,514.29	339,626.61	301,250.23
Total assets (in million €)	529,935.44	537,357.55	559,034.68

		2020			2019			2018	
Total vehicle entries and Electronic Toll Collection system (ETC)	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Total vehicle entries	31,335,768	23,948,833	7,386,935	39,292,349	28,975,056	10,317,293	37,135,255	27,195,624	9,939,631
Number of non-exempted electronic transactions performed in Nea Odos' Toll Stations (ETC)	9,203,817	7,773,380	1,430,437	8,980,044	7,505,943	1,474,101	7,299,833	6,104,591	1,195,242
Percentage	29.4%	19.4%	29.4%	22.9%	25.9%	14.3%	19.7%	22.4%	12.0%

Business Ethics and Responsible Operation

1.5

For Nea Odos a key priority is complying with the provisions of the existing legislation regarding environmental, social, employment and operational issues and thus strictly adheres to all relevant regulations and is fully in line with the Greek and European legislations. To this end, the company is systematically kept informed of the content of its legal and institutional obligations in order to effectively and timely implement its commitments, to implement to the best of its abilities the moral standards and respond comply to social expectations.

Nea Odos is committed to the values of efficiency, effectiveness, responsibility and integrity, and always depends on the strength of our people, thus always working towards offering the highest levels of road safety, innovation and the highest ever quality of services to all our users. We continue to follow best practices with respect to our values, our common vision, and our mission. In many cases, we choose to work beyond our formal obligations.

During the reference period, there were no reported problems:

- · No corruption incident or no termination of a cooperation agreement due to corruption-related offenses
- No problems of environmental degradation caused by the operation and maintenance of the motorways and there was no penalty payment or other sanction for breach of the environmental legislation
- No incidents of non-compliance with the laws or regulations regarding the safety of drivers
- No case of non-compliance in the departments of communications, marketing, advertising and sponsorships
- No corruption incident and no termination of a cooperation agreement due to corruption-related offenses

1.6 International Standards and Certifications

Nea Odos has developed and implements an Integrated Management System which resulted from the integration of the Quality, Environment and Safety & Health Management Systems. The company is committed to the quality of the services it offers and the continuous improvement of its performance with the aim of ensuring the most effective and fastest management of quality, environment, safety and health issues through the elimination of overlapping procedures and controls.

Nea Odos has been the first second generation concessionaire that designed, implemented and certified an integrated Road Safety Management System. This certification according to the ISO 39001:2012 international standard is a milestone for the company. This certification focuses on the safe and effective fleet management of the company while proving its commitment to the implementation of safe practices on the motorways.

Business Continuity Management System

Recognizing the need for the uninterrupted operation of the motorways, Nea Odos developed a Business Continuity Management System, which was certified according to the international ISO 22301:2012 standard in 2020, making Nea Odos the first concessionaire to receive this certification.

This System is applied to all company activities in order to immediately and effectively deal with catastrophes and unforeseen circumstances, such as a fire disaster, extreme weather conditions, an accident, a Covid-19 incident, and preventing the disruption of providing critical services. This provides the tools for the best coordination and the management of business activities so that it ensures the uninterrupted operation of the company.

Issues related to the observance of both the contractual obligations of Nea Odos and its moral obligations have absolute priority. Through the Business Continuity Management System, Nea Odos sets and implements a series of objectives:





Ensuring a timely, efficient and controlled recovery of the company's services after a disaster



Reducing operational disruption by following clearly defined responsibilities and actions



Identifying those operational functions that are essential for the uninterrupted operation of the company and defining alternative procedures to support those functions in the event of a long-term disruption



Identifying the equipment and resources that will be necessary to support the company's services at an alternative location



Determining the personnel to be informed of any event



Identifying the steps to be taken in order to achieve recovery as well as carry out emergency treatment operations



Identifying the locations where recovery operations will be carried out using backups and reserves



Ensuring that operations return to normal as soon as possible after a disaster

In 2020, the following new documents were added to the Business Continuity Management System:

- Policy on business continuity
- Blood donation and blood bank
- Management of Telecommunications Equipment Provider Contracts
- Operations Manual of the Traffic Management Centres
- Toll Shift Supervisor Training Manual
- Notification of Damages to Insurers of Concession Projects

Certifications						
Quality	Road Safety	Environment	Health and Safety	Business Continuity		
Quality Management System ISO 9001:2015	Road Traffic Safety (RTS) Management System ISO 39001:2012	Environmental Management System ISO 14001:2015	Occupational Health and Safety System OHSAS 18001:2007	Social Security - Business Continuity Management System ISO 22301: 2012		









1.7 Distinctions and Awards

Green Awards 2020 Bronze Award in the Green Transportation Service category

Nea Odos was recognized as "the greenest highway in the country" in the context of the 2020 Green Awards, an institution that rewards and highlights good "green" practices and strategies that promote sustainability and the circular economy. Specifically, Nea Odos received the Bronze Award in the "Green Transportation Service" category for its actions on promoting recycling and e-mobility on the highways that it manages, operates and maintains. The nominations were evaluated by 33 distinguished academics, institutions, scientists and professionals from the fields of Ecology, Sustainability, and the Environment, while the award ceremony was organized by the Boussias company.

2020 National Customer Service Awards Customer Service Distinction Award

Nea Odos won another award in the National Customer Service Awards of the Hellenic Customer Service Institute, receiving the Customer Service Distinction Award in the "Innovation in Customer Experience - Best Use of Innovation in Customer Service" category. For the last eleven years, the Hellenic Customer Service Institute - through the established institution of the National Customer Service Awards - has been giving awards to companies, organizations and industry executives who work every day with a view to quality customer service, highlighting best practices. The Hellenic Customer Service Institute is a non-profit organization, which was founded in 2004 with the support of multinational, large Greek companies and scientific bodies operating in Greece.

Participation in Organizations, Partnerships and Initiatives

1.8

The Nea Odos participation in national initiatives, partnerships and national and local synergies is a regular and strategic choice aimed at further strengthening Corporate Responsibility.

From the very first day of its operation, Nea Odos actively participates and supports bodies and organizations such as:

- The Observatory of Roads of Western Greece and Peloponnese (POADEP)
- The "HELLENIC ASSOCIATION of TOLL ROAD NETWORK" also known as "HELLASTRON"
- The Hellenic Customer Service Institute
- The "Panos Mylonas" Road Safety Institute
- The "Diazoma" Association
- The network of cultural enterprises of Epirus (cultural cluster)

Nea Odos has entered into a strategic partnership in the field of roadside assistance with INTERAMERICAN to support drivers. The agreement concerns towing and removing vehicles that are immobilized due to a damage or an accident on the highways that are maintained, operated and managed by the company. In the context of actions that go beyond the concession terms, this cooperation expanded to include the design and implementation of joint information and awareness actions on road safety.

Participation in Conferences

Nea Odos actively participates in conferences, workshops and seminars on road safety, motorway management and Corporate Responsibility. Given that 2020 was a unique year due to the pandemic, Nea Odos mainly participated in online conferences.

"Corporate Responsibility in Action" Conference

"Safety Pit Stop – The 17th Sustainable Development Goal in action!", Gerasimos Monokroussos – Head of PR, Marketing & C.S.R.

"Customer Service Daily Conference" organised by Hellenic Institute of Customer Service "Nea Odos: The best travel companion", Gerasimos Monokroussos – Head of PR, Marketing & C.S.R.

"Corporate Responsibility in Action" Annual Conference

Nea Odos participated in the "Corporate Responsibility in Action" Annual Conference that was organized for the seventh consecutive year, this time via an online platform. During the conference, Gerasimos Monokroussos, presented the "Safety Pit Stop", action aimed at preventing and minimizing road accidents on the motorways. Recognizing that one of the most important road accident factors in our country is the lack of car inspections and maintenance, Nea Odos in cooperation with INTERAMERICAN, offered drivers using the motorway during the Greek Pentecost holiday the free "7 point" car inspection in a specially modified space at the Malakassa Motorist Service Station. Upon completion of the inspection, the drivers received a bag containing a first aid kit for their car as a gift.

ganizatio	ns that Ne	ea Odos is a	member o
Holds a place in the governing body	Participates in projects or committees	Provides significant funding beyond the regular subscription	Considers its involvement as a strategic priority
	\checkmark	\checkmark	\checkmark
√	√	\checkmark	✓
	\checkmark	\checkmark	\checkmark
\checkmark			\checkmark
\checkmark	\checkmark	\checkmark	\checkmark
\checkmark	\checkmark	\checkmark	\checkmark
	Holds a place in the governing	Holds a Participates in projects or governing	place in the participates in projects or governing committees the regular

Connection to the Sustainable Development Goals and Goal Setting









Торіс	Goal 2020	Progress 2020	Goal 2021
Participation in Global Initiatives	Improve the communication of the priorities of Nea Odos	Development of new ways of communication through the Report and the CSR Scorecard	Further integration and communication through digital channels
Reinforcement of internal structures	Strengthening the Corporate Responsibility Team by hiring a full-time employee (jointly with Kentriki Odos)	Achieved	-
Annual Recertification	Annual Recertification: ISO 9001	Completed	Annual Recertification: ISO 9001
Business Continuity	Certification of the Business Continuity Management System	Completed	Annual Recertification: ISO 22301 At least one Business Continuity drill in each critical operation





2 CORPORATE RESPONSIBILITY AND STRATEGY

2.1 Our approach

Nea Odos fully recognizes the responsibility it has and of the greater role it has undertaken as it manages a public good. In order to respond in a comprehensive, excellent and substantial manner to the needs that emerge from this important roles, at Nea Odos we have created a strategic framework of Corporate Responsibility that follows internationally recognized practices. This framework and the tools that support it take into account the needs of Greek society at large, the local communities adjacent to the motorways we are responsible for, technology advancements, road infrastructure, development policies and international trends.

This framework is based on five pillars:

- Road Safety:
 We enhance road safety in order to minimize accidents.
- Quality of Offered Services: Our goal is to be the best possible travelling companion.
- Human Resources: We develop the skills and talents of our people and offer equal job
 opportunities with no discrimination.
- Environment: We are vigilant, we protect and promote the environment.
- Cooperation with Local Communities Social Contribution: We continuously support and
 invest in the development of the local communities adjacent to the motorways.



In recent years, we have intensified our efforts for a more regular cooperation with our stakeholders as well as deepening this cooperation, emphasizing both their detailed and upto-date mapping, and the recognition of the most important issues that affect and concern them. We annually evaluate and include in our overall approach and in our strategy the expectations, goals, proposals and new issues that emerge as the most important ones for our stakeholders. In 2020 especially, we implemented an extended survey to look afresh into the topics our stakeholders are concerned with so as to update our approach where deemed necessary.

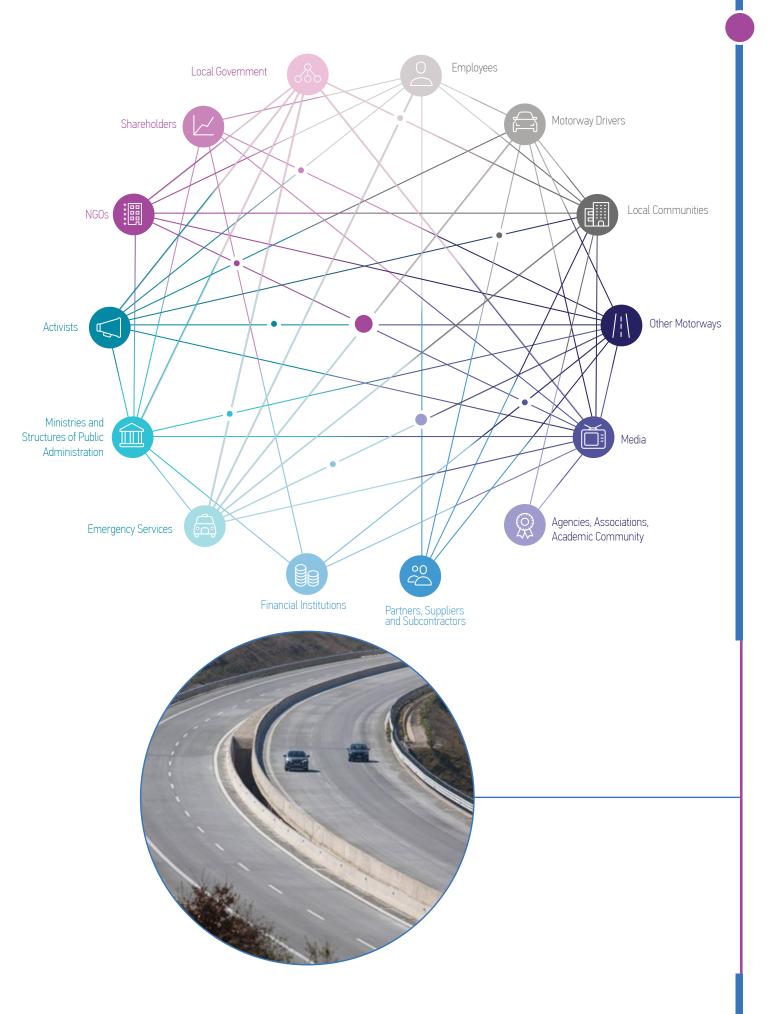
The following table depicts and presents in detail how Nea Odos communicates with its main stakeholder groups and the main topics of interest.



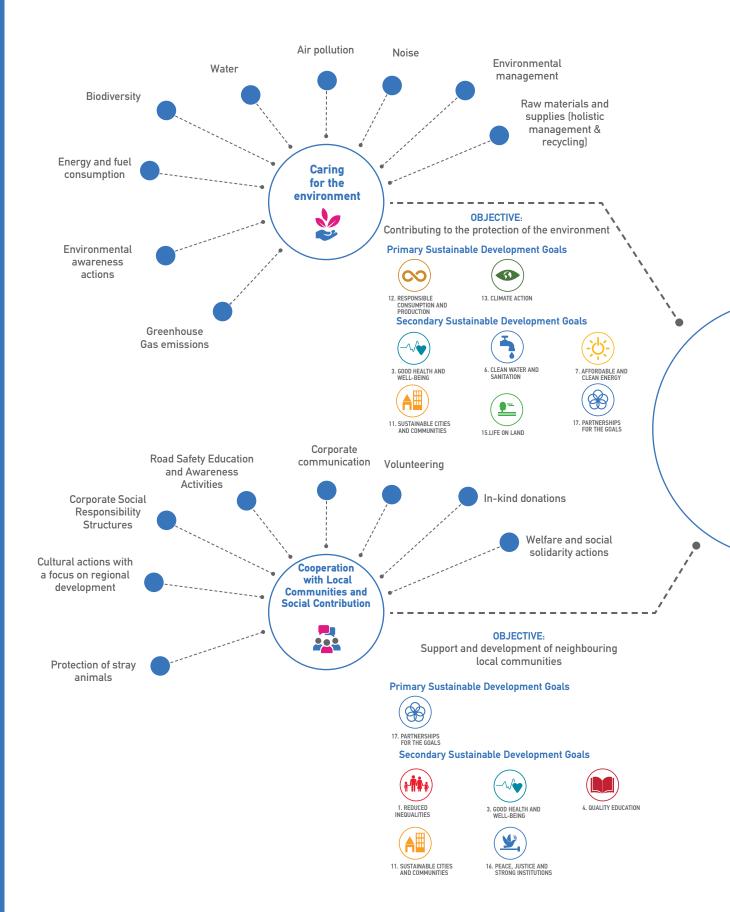
Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication	Communication Outcomes
Employees	Regular communication between Employees – management Informing employees about organizational changes and anything related to the company Emphasis on Health and Safety issues Rewards, additional benefits and remuneration system Respect, equality and meritocracy Training, evaluation and development opportunities Respect for personal and family life Retain a positive company profile	Meetings between employees and management representatives Email correspondence Newsletters HR Department Open door policy Personal communication Commitment and satisfaction survey Sustainability Report	Continuous communication	Improvement of employees' development process through the establishment of Development Centres Initiatives for the improvement of the working environment, boost confidence amongst employees and enhance a sense of active participation Strengthen employee commitment Better dissemination of information, understanding the purpose of change Recognise the company as a fair employer Increase efficiency Reduction of leaves
Motorway Drivers	Safe and fast travel Infrastructure quality, quality of service, satisfaction and reliability Immediate response to incidents Immediate response to requests or complaints Immediate dissemination of information Private data protection Interoperability Upgrade commercial policy and rewards for frequent users New and innovative payment methods Toll rates, discount policy	Customer service department Customer satisfaction surveys Complaint handling department Awareness campaigns Company website Emergency number Variable Message Signs (VMS) Press Releases Employees at toll stations Media Sustainability Report Email / contact forms Road Side Surveys (RSS)	Daily	Road network interventions and infrastructure improvement initiatives Improvement of signage Good publicity and reputation Extending social consensus with the company's objectives Stabilization of safety feeling in the motorway Discount programs Better understanding of future issues that may arise including possible increase of fares Understanding the role of the company and satisfaction with the provided services Ideas and suggestions
Local Communities	Stimulate the local economy, create jobs and develop the wider region Indirect positive financial effects Improve standard of living Recruitment from local communities Sponsorships - charity initiatives and social investments Respect and protection of local environmental wealth Retain high level of service	the wider region financial effects d of living n local communities harity initiatives and ts ection of local ealth Meetings with representatives of local communities Consultation with local associations and bodies of residents Local media	On regular time intervals/ Daily	Road network interventions and infrastructure improvement initiatives Improvement of signage Good publicity and reputation Extending social consensus with the company's objectives Stabilization of safety feeling in the motorway Discount programs Better understanding of future issues that may arise including possible increase of fares Understanding the role of the company and satisfaction with the provided services Ideas and suggestions More targeted support for the local economy Smooth cohabitation Increase local business revenue Attractive working environment and enhanced Nea Odos' image as an employer
Local Government	Comprehensive information regarding impacts from the company's operation on a local level Accountability and taking measures where necessary Strengthen local agents' and local government's initiatives	Direct communication with administrative structures at local level	On regular time intervals	Collaboration for voluntary initiatives

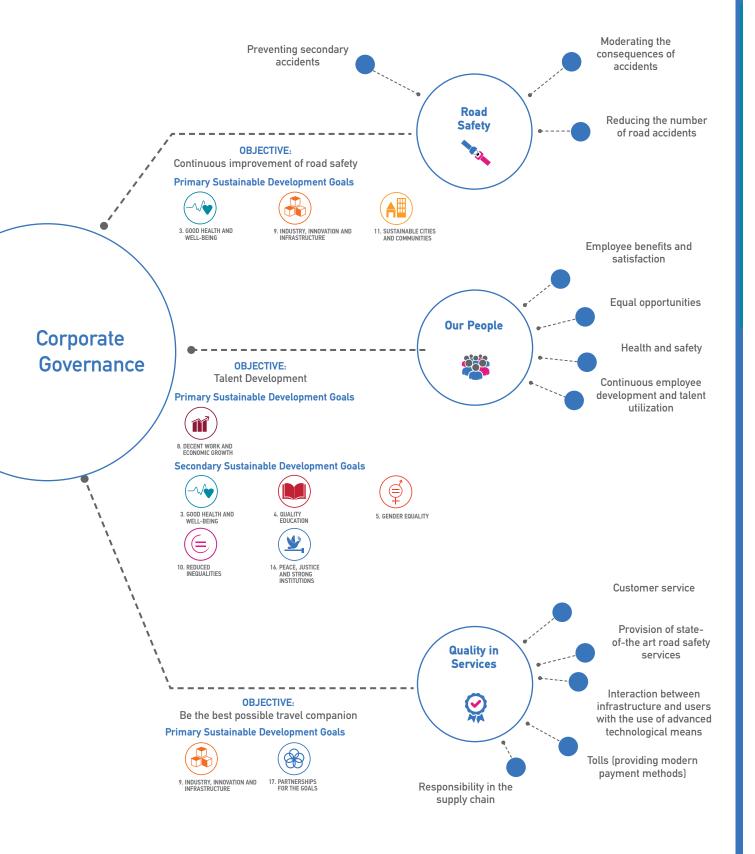
Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication	Communication Outcomes
Shareholders	Financial performance, efficiency, dividend distribution Regular and correct information/reporting Effective governance mechanisms Leadership in the industry and positive reputation Provide high quality services and develop innovations Develop partnerships	Board of Directors meetings and General Assemblies Regular reporting Company website Balance Sheets and Financial Statements Sustainability Report Correspondence and business meetings	On regular time intervals	Detailed recording of the environmental and social impacts of company's operation and their disclosure through the Sustainability Report Adopt new practices, better resource management and improved crisis response
NGOs	Support NGOs goals Economic support Public awareness	Company website Department of Public Relations Sustainability Report	On regular time intervals	Develop joint awareness campaigns Strengthen the social profile of the company Link business operation with social causes
Activists	Reduction of toll rates which are not subject to corporate decisions	According to company policies	When deemed necessary	Interventions where possible to ensure smooth driver service
Ministries and Structures of Public Administration	Good operation of the motorway Fully inform the supervisory authority on matters relating to the operation of the infrastructure. Compliance with the contractual obligations set out in the Concession Agreement Environmental performance Optimal management of road safety and zero accidents Extension of contracts / additional works Create new jobs Effective communication and cooperation	Correspondence, phone communication and work meetings Workshops / Representative meetings Official reports Visits, inspections Sustainability Report	On regular time intervals/ Daily	Fulfilment of the obligations arising from the Concession Agreement Improve management and operation practices, risk prevention and crisis management Maintaining good relations
Emergency Services	Compliance with laws Support to Emergency Services work (Traffic Police, Ambulances, Fire Department, Civil Protection etc.) Effective communication and cooperation Technical equipment	Scheduled and unscheduled meetings with Emergency Services representatives Correspondence, phone communication and work meetings	Daily	Intensification of readiness exercises Effective incident / crisis management Smooth cooperation Excellent traffic conditions 24 hours a day, 365 days a year
Financial Institutions	Comprehensive information on company performance Financial effectiveness Consistency in its financial obligations and timely payment of interest and loans Compliance with legislative framework, contractual obligations, fair governance and financial audits Risk management and company growth prospects Budget keeping Access to information Positive publicity for a funded project	Correspondence, phone communication and work meetings 3 and 6-month reports Official reports Sustainability Report	On regular time intervals	Full compliance with the law Analysis of social and environmental risks Project financing / disbursement Payment of suppliers Positive publicity Timely resolution of issues

Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication	Communication Outcomes
Partners, Suppliers and Subcontractors	Transparency in procurements and in governance mechanisms Meritocracy in selecting suppliers and partners Compliance with agreed partnership terms Effective communication Responsible supplies Flexibility and availability Experience	Procurement department Ongoing communication with partners in the implementation of projects Correspondence, phone communication and work meetings	On regular time intervals/ Daily	Keeping terms and deadlines Application of supplies' manuals Immediate response to requests Improving relationships, quality and cooperation
Direct stakeholders	Expectations/Main issues	Communication Mechanisms	Communication	Communication Outcomes
Agencies, Associations, Academic Community	Exchange of knowledge on issues of industry expertise	Participation in conferences and seminars	On regular time intervals	Re-evaluation and upgrade of practices
Media	Clear strategies and structured relationships with journalists and the Media Continuous updates and exclusive tributes Advertising budget	Department of Public Relations / Marketing Correspondence, phone communication Interviews / interventions Online press releases Personal communication Social media and video-sharing platforms	On regular time intervals/ Daily	Communicate company's activities to the general public Positive publicity Fair distribution of advertising budget Zero news leaks Continuous updates
Other Motorways	Optimal coordination in interchange areas Collaborate, share knowledge and tackle industry's issues Adopt best practices for managing, risks and opportunities Interoperability Healthy competition Promote industry issues	Mail correspondence Contact via phone HELLASTRON meetings	On regular time intervals	Completion of actions related to the operation of motorways Adopt common practices and exchange of know-how and information Effective management of road safety issues with emphasis on prevention



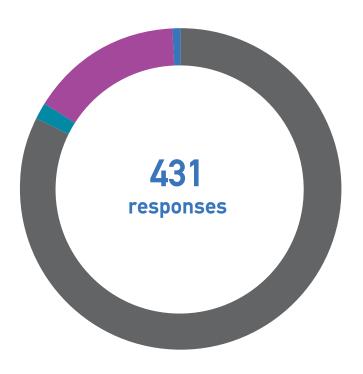
Our Strategic Approach





2.3 Corporate Responsibility Survey «εὖ»

Nea Odos conducted an extensive study on Corporate Responsibility issues that concern its stakeholders and the general public as well as their understanding of the priorities set by the company and its performance. The survey was conducted at the end of 2020 and covered all topics the company focuses on, such as corporate governance, road safety, services provided, human resources, the natural environment and the general contribution to society and local communities of the neighbouring municipalities.



Fast Pass: 82.4% Drivers/ Fast Pass subscribers

1.6% Residents of adjacent municipalities

15.3% Nea Odos personnel

0.7% Other groups

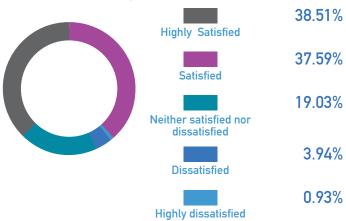
Out of the 431 participants in the 2020 survey, 54.52% stated that they have read/have been informed about either the CSR Scorecard or the Nea Odos Sustainability Report in full.

Our of this percentage, 84.9% stated that they found all the information they were looking for in the CSR Scorecard as regards the company's sustainability performance.

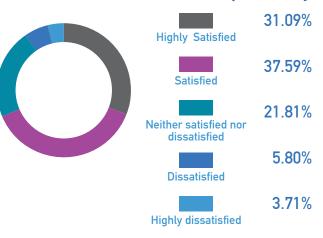
Detailed results:

How satisfied are you in total with the company performance on issues such as:

Corporate Governance



Social Responsibility

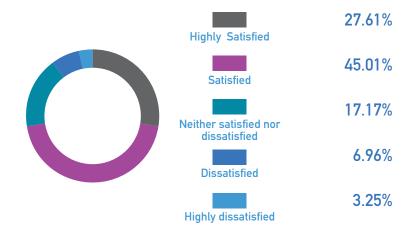


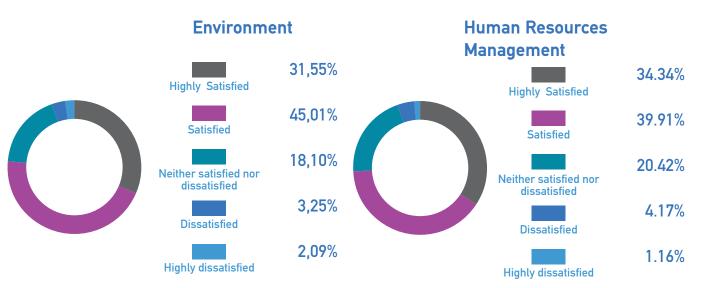
Road Safety



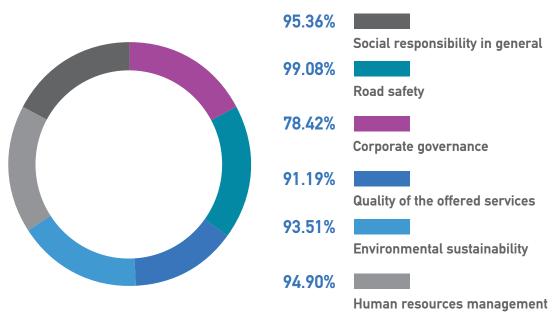


Quality of Offered Services





According to the responses. the participants deem very and most important:

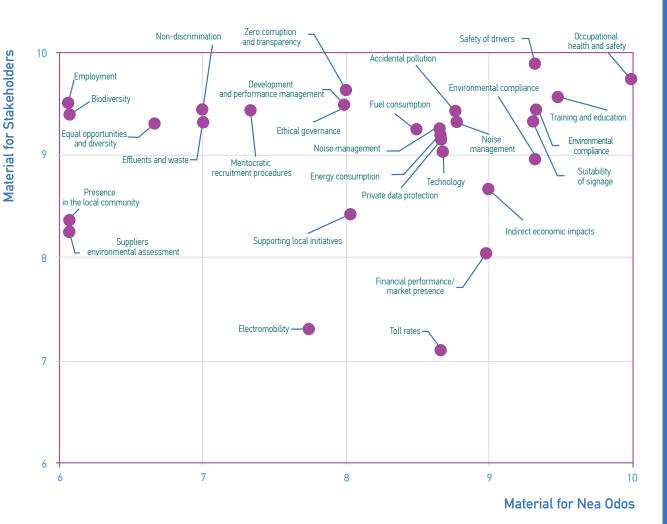


The content of the Nea Odos Sustainability Report for 2020 was based, among other things, on the results of the $«\tilde{\iota \upsilon}»$ Corporate Responsibility survey. According to the company's methodology, for this Report, a process was followed which includes the identification, prioritization and confirmation of the important issues that are included in the Report and are part of the company's strategy. More specifically, the methodology included:

- 1. Identification and recording of material topics that are deemed as the most important based on their impact on the company's business operations, and defining their impact boundaries
- An assessment based on the importance of their impact both on the company and their impact on the evaluations and decisions of the stakeholders
- Validation as to their completeness so that the content of the Report reflects the company's significant
 economic, environmental and social impacts in order to allow stakeholders to assess its performance
 and make decision-making easier
- 4. communicating with all stakeholders and requesting feedback through the Sustainability Report.

The material topics that form the core content of the 2020 Sustainability Report are presented in the following table:

Materiality Matrix



The significant changes that emerged as a result of this process have to be noted. Specific environment topics were rated higher in comparison to past years, which shows the interest of our stakeholders and the attention they give to environmental issues.

These topics include:

- Waste and liquid waste management
- Noise management
- Energy consumption
- Fuel consumption
- Biodiversity protection

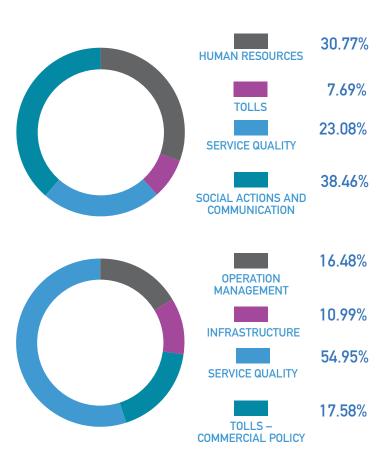
Other highly-rated topics for this year include:

- Job opportunities
- Technology

As expected, there were some topics that were low-rated this year and those were:

- Presence in the local community
- Toll fees

In the context of this survey, participants were asked about the additional information they would like to be included in the Sustainability Report. Their responses focus on topics that include human resources management, toll policies, quality issues, information on social actions and communication.



The survey participants stated that the topics they wish for us to take into account have to do with the commercial policy and tolls, quality of services rendered, infrastructure and motorway operation management.

rate al topics				D	irect S	take	holo	lers					ndirec keholo		of m	ndary aterial pics	
Nea Odos Corporate Responsibility Material topics	Employees	Motorway Drivers	Local Government Bodies	Shareholders	Ministries and Public Administration Structures	Emergency services	Financial Institutions	Partners, Suppliers and Subcontractors	NGOs	Activists/ Lobbies	Local Communities	Institutions, Associations, University Community	Media	Other Motorways	Inside Nea Odos	Outside Nea Odos	SDGs
							COR	PORATE G	OVERI	NANCE							
Zero corruption and transparency	-	-	-		•	-		-		-		•	-	-	•		Primary
Ethical governance															•	•	16, 17
								ROAD S	AFETY	,							
Safety of drivers	•		-		•	•	-		-					-	•		Primary
Suitability of signage		-													•		3, 9, 11
Technology		-				-	•					-		-	•	•	Secondary 17
							QL	JALITY IN	SERV	ICES							
Financial performance/ market presence	-		-		•		•	-		-	-	•	-	-	•		
Suppliers environmental assessment	•		-	-				•			-				•		Primary
Interoperability					•										•	•	<u> </u>
Toll rates															•	•	9, 17
Private data protection					•										•	•	
Electromobility															•	•	
,			<u> </u>				Н	UMAN RE	SOUR	CES							
Employment															•		
Meritocratic recruitment procedures	•	•	•					•						-	•		
Training and education															•		Primary
Development and performance management	•	-												-	•		8
Equal opportunities and diversity	-	-								-					•		Secondary 10, 16, 5, 4, 3
Non-discrimination		-													•		
Occupational Health and Safety														-	•		
								ENVIRO	NMEN	Г							
Fuel consumption															•		
Energy consumption		-	-		•										•		
Effluents and waste		-													•	•	Primary
Noise management	-	-	-						-			-			•		12, 13
Emissions		-													•		Secondary
Biodiversity		-	-												•		17,7,15,11, 3, 6
Environmental compliance					-										•	•	
Accidental pollution			-		•	-						-			•	•	
								SOCI	ETY								
Indirect economic impacts	•	-	-		•		-					•	-		•	•	Primary
Presence in the local community	•							•					•		•	•	17 Secondary 1,11,3,4,16
Supporting local initiatives	•		-		•								•		•	•	, , . , . , . ,

2.5 International Initiatives in our Strategic Approach

Global Reporting Initiative (GRI)

In 2014, we voluntarily adopted the Global Reporting Initiative and since then we have been applying it when preparing our Sustainability Reports. In 2016, we transitioned to the GRI Standards thus leveraging the potential of this standard in order to depict and communicate our corporate approach to Sustainability in a reliable, structured and comparable way, incorporating at the same time other international initiatives in our Sustainability Report.

Global Reporting Initiative (GRI)

We support the International Organization Global Reporting Initiative whose guidelines for the preparation of Sustainability Reports we have adopted and implemented since 2014, in order to depict and communicate our corporate approach to Sustainability in a reliable, structured and comparable way. The GRI Standards, the standard we have adopted from the 2016 Report onwards, allows us to incorporate other international initiatives as well as best practices to depict and communicate our strategy, priorities and practices regarding Corporate Responsibility.



							Y							
							1							•
							2							
						3	6	3						
					(XX)	4	7	5						
					6	5	9	7	6					
				3	7	7	10	8	9					
				4	19	8	13	9	12					
			19	11	20	11	15	16	13	3				
			20	22	21	21	16	22	15	18				
		<u>•</u>	21	26	22	25	17	27	16	22	13	9	(- ` ; \	
	16	21	23	27	26	27	25	28	18	23	16	27	11	14
21	17	24	24	28	27	28	29	29	27	26	17	28	20	15

Handling Corporate 2.6 Responsibility Issues

Recognizing that handling Corporate Responsibility issues requires a systematic and integrated approach, the company deems the active support of all company departments necessary. The Corporate Responsibility Team consists of members who are executives from all key departments of the company, and have jointly taken over specific responsibilities and actions regarding these issues so that Corporate Responsibility becomes an integrated part of the whole company without exemptions.

These responsibilities include:

- The collection of information and data for the annual Sustainability Report
- Ensuring the quality and reliability of data collected and utilized
- Designing policies and procedures related to Corporate Responsibility issues
- Informing employees about new policies and procedures and participation in the implementation of initiatives aimed at strengthening the culture of Corporate Responsibility

The Public Relations & Marketing Department has undertaken the coordination and management of Corporate Responsibility issues and thus:

- It is in constant communication with and informs the top management on Corporate Responsibility issues and actions at regular intervals
- It suggests the necessary procedures for managing Corporate Responsibility actions
- It proposes and implements the strategic direction of the company as regards Corporate Responsibility
- It leads the preparation of the annual Sustainability Report and has the responsibility of the whole process

- **10.** Private data protection

- **20**. Energy consumption

- 26. Accidental pollution
- 28. Presence in the local community
- 29. Supporting local initiatives











3 ROAD SAFETY

Primary Sustainable Development Goals



3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents.

3. GOOD HEALTH AND WELL-BEING



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE



11. SUSTAINABLE CITIES AND COMMUNITIES

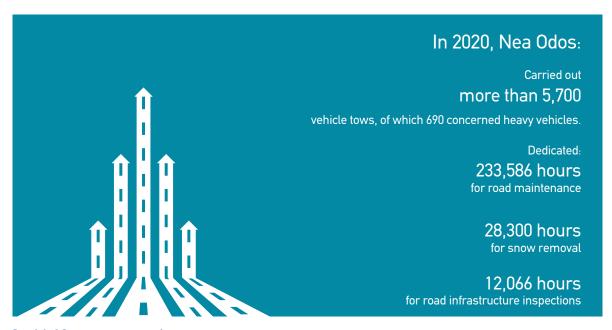
9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

Secondary Sustainable Development Goals



17. PARTNERSHIPS FOR THE GOALS



Covid-19 response and management

In 2020, with the aim of ensuring business continuity and the immediate and effective response to emergencies such as the Covid-19 pandemic, Nea Odos launched a system of specially designed backup and "smart" Traffic Management Centres and Tunnel Control Centres. These backup Centres are now fully prepared to assist the work of the existing Centres in the event of an emergency, such as the closure of a Centre due to a confirmed Covid-19 case. This ensures the uninterrupted and smooth operation of the motorway and all related provided services.

Our Priorities

Compliance with the highest construction standards is a permanent commitment of Nea Odos and is fully reflected in the Road Safety Policy of the company. For all of us in Nea Odos, the safety of the motorways and the protection, as far as possible, of human life are a top priority.

In this context, Nea Odos focuses on addressing the biggest challenges in the field of road safety, which include:

- 1. Infrastructure security
- 2. Immediate and effective incident management
- 3. The provision of a wide range of services to drivers

In order to provide the highest possible level of road safety, the company is fully in line with the Greek and European legislations, covers its obligations according to the Concession Agreement and adopts best practices and technological innovations according to announcements of the European Commission and guidance by other well-recognized bodies.

With a sense of responsibility stemming from its operation, Nea Odos undertakes specific initiatives aimed at the safe movement of each driver and the elimination of accidents, giving priority to three central areas:

- 1. Decrease in road accidents
- 2. Limiting the impact of accidents
- 3. Take measures to prevent secondary accidents



3.2 Signage and Infrastructure

Signage

The role of signage in creating and continuously improving a high safety road environment is of paramount importance. In a modern, safe motorway, the signage studies have to be fully harmonized with the national and European legislation, to be approved by the Independent Engineer of the project and to be diligently implemented.

The signage categories are as follows:

- · Emergency signage
- Mobile signage
- Signage for short-term works
- Signage for long-term works

In all cases of traffic signage, special provisions are implemented for protecting human lives and for the safe use of the motorway. Nea Odos undertakes daily preventive technical inspections, placing special emphasis on monitoring signage and immediately intervenes where deemed necessary. It has to be noted that equally significant are the Variable Message Signs that update drivers about important incidents, diversions, etc., contributing thus greatly to updating drivers on the conditions prevailing on motorways.

In 2020:

- Nea Odos purchased four new Variable Message Signs (VMS), a total investment of €170,000. The installation will be concluded in 2021.
- Nea Odos purchased and installed new emergency safety bars in the tunnels of Ionia Odos and Agios Konstantinos in A.Th.E., an investment of a total value of €180,000.

Purchasing and Installing 4 new Variable Message Signs (VMS)

Total Investment €170,000

	A.Th.E.	IONIA ODOS
Variable Message Signs (VMS)	32	36

Infrastructure Maintenance and Improvement

The maintenance and management of the Nea Odos motorways is the top priority of the technical department and of the Maintenance & Traffic Management Department. These are two areas of fundamental importance to road safety and customer service.

Nea Odos prepares and follows an integrated maintenance program based on the Road Infrastructure Management and Maintenance System, which has been developed specifically to meet the needs of Ionia Odos and the A.Th.E. motorway. This system contributes to maintaining a high standard of technical works safety of the company through systematically mapping the road infrastructure, monitoring the behaviour of the road paving and the effectiveness of any interventions.

There are two types of infrastructure maintenance in Nea Odos:

- Preventive maintenance includes pavement restoration work, maintenance of median strips, landscaping works and all technical maintenance, cleaning of the motorway and all maintenance in electromechanical installations, safety and security equipment, irrigation and fire-fighting systems, etc.
- Improvement maintenance includes pavement replacement, heavy interventions in engineering projects and building facilities, and modernizing all electromechanical infrastructure and electronic equipment. It also includes the re-designing of intersections, improvements in horizontal and vertical signage, constructions of works (sewerage, irrigation, etc.) in order to avoid accidents, replacement of guardrails, etc.

Purchasing and Installing the Weight in Motion (WIM) System at the] A.Th.E. motorway

The CrossWIM system was designed for:

- Imposing restrictions regarding the weight of passing vehicles
- The automatic imposition of fines
- Keeping statistics regarding passing vehicles
- · Data processing and reporting

The CrossWIM system is used to automatically record the profile of passing vehicles (category, weight per axle, number of axles, etc.) and thus the total weight of the vehicle is determined. This system detects the violation of predetermined limits (e.g. weight, speed) by collecting the necessary data and then sending them to a central system with the TCP/IP protocol. Additionally, the system, equipped with a camera, can identify and record the registration number of the passing vehicle. For the convenience of the competent authorities, the overweight vehicle is photographed by another camera in panoramic mode.



Infrastructure Structural Adequacy

The Infrastructure Structural Adequacy monitoring program for concrete structures designed by the technical department of Nea Odos is the main tool for planning maintenance work. The program includes a comprehensive plan of regular inspections and systematic interventions in 350 large technical departments, bridges and crossings. Its purpose is to record the findings of visual inspections, to evaluate them, to identify the needs and to carry out interventions in the constructions as a priority, in case these interventions are deemed necessary.

In addition, in 2020, the study of the safe crossings of overweight vehicles by the technical department of the A.Th.E. motorway was completed.

The inspection of metal structures along the highway was also completed:

- On a metal bridge bearing a Variable Message Sign
- At the frontal toll station of Thebes
- On the pedestrian bridge of Nea Kifissia

Guardrail Replacements A.Th.E.: of 3,246.5m length

Ionia Odos: of 1,383m length

Heavy maintenance work and technical projects that finished or commenced in 2020

A.Th.E.

- Asphalt works with a total length of 11km
- Maintenance technical works in 7 technical projects
- New plantings of about 15,00 plants
- Asphalt works in the under construction traffic education park of Malakasa
- Fencing of the Pollution Control Units

IONIA ODOS

- Rehabilitation works in the areas of Angelokastro and Makineia
- Unloading works for slope grids
- Asphalt works and insulation works at the Kryfovos bridge
- Slope strengthening works

Topographic Imaging Using Drones

Drones are a recent technologic advancement that create new data and new possibilities regarding the topographic mapping of motorways and the surrounding area, especially in areas where their use can be leveraged.

At Nea Odos, apart from the tools used till today, such as GPS and TOTAL STATION, the drone use provides excellent advantages in terms of capture speed, accuracy, resolution, detail of measurements and zero nuisance to users given that no project signage is required and there is no need to occupy the road for on-site mapping by a surveyor.

It is thus clear that through integrating this technologically advanced way of capturing motorways and the surrounding area, both the maintenance and the restoration and improvement of the infrastructure as a whole are facilitated, with significant benefits for the users and the general public of the adjacent areas.

Restoring Road Infrastructure

Taking into account the results of road inspections and the reports of the patrols and other specialized Nea Odos personnel as well remarks by drivers, in 2020 the following were recorded in the road infrastructure:

A.Th.E.: 2,593 damages (2,601 damages in 2019) lonia Odos: 2,080 damages (2,655 damages in 2019)

	Manhours for Road Maintenance 2020 2019						2018			
Road Maintenance by Category	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	
Green Areas and Trees	49,026.22	24,410.35	24,615.87	61,331.37	29,764.12	31,567.25	59,821.25	33,915.15	25,906.10	
Cleanliness	39,419.58	22,639.25	16,780.33	46,842.80	26,652.47	20,190.33	57,810.75	37,177.75	20,633	
Motorway Drainage System	20,293.57	11,752.92	8,540.65	16,179.87	11,041.35	5,138.52	12,162.03	7,147.12	5,014.92	
Road Surface	16,090.30	13,609.10	2,481.20	29,232.50	27,404.00	1,828.50	11,534	10,987	547	
Buildings	10,372.20	9,539.20	833.00	9,490.50	8,348.50	1,142.00	8,043.31	3,055.31	4,988	
Other (material transportation, tidiness, training, etc)	11,250.59	9,377.13	1,873.47	14,512.08	12,658.62	1,853.46	4,840.03	2,808.10	2,031.93	
Tunnels, Cut and Cover, Landfills and Trenches	6,012.48	5,177.08	835.40	7,501.98	6,810.68	691.30	2,735.50	2,002.98	732.52	
Motorway Signage	17,813.10	10,864.87	6,948.23	11,789.99	7,331.27	4,458.72	10,588.42	8,946.78	1,641.63	
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	11,407.68	10,575.18	832.50	17,604.15	17,013.47	590.68	2,924.38	2,346.95	577.43	
Motorway Safety and Protection Equipment	24,211.92	22,704.40	1,507.52	11,889.80	10,932.15	957.65	6,256.45	5,584.95	671.50	
Common and Special Bridges	371.32	353.45	17.87	448.02	290.02	158	421	318.92	102.08	
Support Walls and Avalanche Retaining Walls	789.53	706.82	82.72	342.33	302.33	40	910.63	836.72	73.92	
Winter Maintenance	26,523.07	21,851.50	4,671.57	23,909	12,568	11,341	43,221	26,045	17,176	
Firefighting	4.45	4.15	0.30	6,95		6.95				
Signage Bridges				12	12					
Total	233,586.01	163,565.40	70,020.63	251,093.33	171,128.97	79,964.36	221,268.75	141,172.73	80,096.03	

Manhours for Road Maintenance



Electromechanical Equipment Maintenance	2020	2019	2018
Total maintenance tasks in electromechanical equipment	117	117	117
Total maintenance tasks in electromechanical equipment for tunnels	43	43	43

	Manhours for Infrastructure Inspections per Category								
		2020			2019			2018	
Road Infrastructure per Category	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Winter Maintenance	1,777.50	1,085.50	692	31,015	28,839	2,176	16,423.90	9,342	7,081.90
Tunnels, Cut and Cover, Landfills and Trenches	751.48	301.78	449.70	777.12	440	337.12	1,941.66	767.93	1,173.73
Motorway Safety and Protection Equipment	2,559.73	1,016.40	1,543.33	2,445.64	1,003.28	1,442.36	8,332.91	941.57	7,391.34
Road Surface	1,421.72	1,223.87	197.85	1,356.66	1,035.88	320.78	1,263.61	938.43	325.18
Motorway Drainage System	2,506.40	1,717.60	788.80	1,843.36	1,398.38	444.98	864.57	574.75	289.82
Motorway Signage	720.78	379.48	341.30	1,039.23	512.11	527.12	4,251.65	866.08	3,385.57
Cleanliness	744		744	942	942				
Common and Special Bridges	356.23	260.53	95.70	296.72	189.72	107	440.48	369.90	70.58
Support Walls and Avalanche Retaining Walls	484.50	389.50	95	351	260	91	403	304	99
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	515.88	370.98	144.90	1,022.23	910.23	112	360.18	224.50	135.68
Buildings				18.50		18.50	93	48	45
Green Areas and Trees	216	112	104	138	95	43	136	104	32
Other (material transportation, tidiness, training, etc)				250.50	226.50	24	321	196	125
Signage Bridges	11.50	11.50		5.46	5.43	0.03	3.84	3.77	0.07
Total	12,065.72	6,869.14	5,196.58	41,501.42	35,857.54	5,643.89	34,835.80	14,680.94	20,154.87

Manhours for Road Infrastructure Repairs										
		2020			2019		2	2018		
Road Infrastructure per Category	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	
Motorway Safety and Protection Equipment	5,708.55	3,266.75	2,441.80	8,094.77	4,646.50	3,448.27	14,504.97	9,948.57	4,556.40	
Road Surface	2,494.15	1,073.25	1,420.90	2,666.41	834.68	1,831.73	10,828.12	8,992.50	1,835.62	
Motorway Signage	445.50	241.75	203.75	1,137.50	443.65	693.85	3,678.37	3,041.14	637.23	
Motorway Drainage System	239.82	113.87	125.95	1,399.39	570.22	829.17	5,538.97	4,774.60	764.37	
Buildings	385.98	92.65	293.33	489.42	91.60	397.82	613.24	331.34	281.90	
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	76.65	14.83	61.82	446.90	46.37	400.53	444.92	156.82	288.10	
Other (material transportation, tidiness, training, etc.)	112.50	112.50		2,908	2,857	51	7,280.50	7,276	4.50	
Common and Special Bridges	69		69	50	24	26	420	170	250	
Tunnels, Cut and Cover, Landfills and Trenches	601.50	572.00	29.50	4,258	1,824	2,434	699	608	91	
Cleaning							186	178	8	
Winter Maintenance							48	48		
Green Areas and Trees	24.50	16.50	8	55		55	53		53	
Total	10,158.15	5,504.10	4,654.05	21,505.39	11,338.02	10,167.37	44,295.08	35,524.97	8,770.11	

Traffic and Incident Management

3.3

In 2020, four demonstrations took place in various areas along the highway. In all cases, the company's staff in cooperation with the competent Traffic Police Department moved immediately, applied the necessary traffic arrangements by diverting traffic and managed to avoid or minimize traffic problems.

		2020	
Entries by Vehicle Category	Total NEA ODOS	A.Th.E.	IONIA ODOS
Category 1	235,593	181,159	54,434
Category 2	24,578,809	18,600,233	5,978,576
Category 3	2,887,319	2,351,102	536,217
Category 4	3,634,047	2,816,339	817,708

Movement of Vehicles for the Transportation of Wind Turbine Parts

In 2020, the number of wind turbines that were transported through the motorways increased. In order to facilitate the movement of vehicles carrying special loads, such as the wind turbine parts, as well as to prevent accidents or other unpleasant events, Nea Odos maintains specific procedures.

The specific interventions and processes are applied in the following cases:

- When the cargo enters the motorway
- When the cargo moves on the motorway
- When the cargo exits the motorway

Especially for vehicles transporting wind turbines through the motorway, the following interventions are often carried out:

When entering the motorway

- · Removal of street lighting masts
- Removal of vertical signs
- · Installation of plastic ramps on the curbs

When moving on the motorway

- When the transport convoys move, there is mobile signage with at least 2 patrol cars
- When driving inside tunnels, traffic slows down by the Traffic Police and the corresponding electronic signage is activated.

A.Th.E.

When exiting the motorway

- Removal of street lighting masts
- · Removal of vertical signs
- Undertaking special studies for side openings to allow the exit of oversized vehicles
- Creating special side openings
- Construction of concrete ramps

Transit days	87	64	
Transit vehicles	335	211	
Number of wind turbines:	~ 39	~ 30	
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GRI 103-2, GRI 103-3, GRI 416-1			

IONIA ODOS

Traffic and Tunnel Management Centres

3.4

The Traffic and Tunnel Management Centres operate 24 hours a day and are responsible for the important task of the effective management of traffic and various incidents. In addition, they are the main point of communication with competent authorities in cases of emergencies. The Centres are staffed with specialized scientists and specialized personnel and are equipped with the most advanced technical and technological equipment. In more detail, these Centres:

- Receive emergency calls
- Collect and examine important information on each incident
- Analyse traffic data
- · When necessary, mobilize the Road Safety Patrols and
- Inform all emergency services such as the National First Aid Centre, the Civil Protection Agency, the Traffic Police, etc.

The T.M.Cs and T.T.M.Cs of Nea Odos are located

- the central T.M.C. in Schimatari, Viotia region (A.Th.E. motorway)
- T.T.M.C. in Aghios Konstantinos Kammena Vourla (A.Th.E. motorway)
- the central T.M.C. in Klokova Tunnel (Ionia Odos motorway)
- T.T.M.C. in Episkopiko, loannina region (lonia Odos motorway)

The Maintenance Centres are mapped as follows:

A.Th.E. Motorway:

- Markopoulo (Maintenance Building) K.P. 38.700
- Thiva (Maintenance, Fire and Police Buildings) K.P. 89.835
- Atalanti (Maintenance, Fire and Police Buildings) K.P. 145.325

Ionia Odos Motorway:

- Messolongi (Maintenance and Police Buildings) K.P. 31.500
- Amfilochia (Maintenance and Police Buildings) K.P. 100.500
- Filipiada (Maintenance and Police Buildings) K.P. 154.130

The work of the Traffic and Tunnel Management Centres is supported, complemented and implemented with the assistance of:

- the Road Safety Patrols
- the Free Roadside Assistance Service
- the SOS telephones along the entire length of the motorway
- the 1075 4-digit emergency number

In addition to the above Centres, in Nea Odos there are also special Maintenance Centres which usually serve as the bases for the competent Fire and Police departments.

Traffic and Tunnel Management Centres: Reserve System

In order to ensure business continuity and immediately and effectively deal with emergencies, in 2020 Nea Odos started operating a system of specially designed backup and "smart" Traffic and Tunnel Management Centres that are on standby mode and can assist the work of the existing centres in case of an emergency on the highways. They can be staffed within a few minutes and can immediately activate their equipment in order to immediately deal with emergencies on the motorways.

In more detail:

At Ionia Odos there are four reserve unmanned Traffic Management Centres in four tunnels on standby mode. These reserve Traffic Management Centres can be staffed within minutes in case of emergencies and have the appropriate equipment for the effective and immediate incident management.

At A.Th.E. there are two reserve unmanned substation buildings in the tunnels of Agios Konstantinos. These reserve "small Tunnel Control Centres", as they are called, are staffed immediately in case of emergency and also have the appropriate equipment for effective incident management. At the same time, in case there is a need, the Traffic Management Centre of the Konstantinos tunnels can function as a backup for the Sofades Traffic Management Centre of the E65 motorway. In addition, in case of need, the Traffic Management Centre of Agios Konstantinos at A.Th.E. can also operate as a backup for the Sofades Traffic Management Centre of the E65 motorway.

3.5 Video Analytics Pilot System

During 2020, Nea Odos pilot tested a video analytics system, which is based on artificial intelligence technology with the aim of more fully capturing and monitoring the various events on the highway. In the first stage of implementation, the system focuses on junctions where there is an increased recording of events of reverse direction, animal entry, etc. Its future application will be extended to all highway entry/exit junctions.

The advantages of this system are:

- · The timely detection of incidents at key points of the highway
- · Improving the response of entities involved
- The reduction of accidents

The total investment of the pilot video analytics system amounts to €30,000.

	2020		2	2019	2018	
Traffic Surveillance Cameras	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS
Open-air CCTV	129	132	115	132	106	132
Tunnel CCTV	134	150	134	150	134	150

Road Safety Patrol Cars

3.6

The role of the Road Safety Patrol Cars is crucial for road safety. The specially equipped vehicles manned by specialized and trained employees operate 24 hours a day along the motorway.

In more detail, the main tasks of the Road Safety Patrol Cars include:

- Emergency patrols
- Event detection and management
- · Inspecting damages to infrastructure and equipment (road, fencing, safety railings, lighting)
- · Removal of objects from the road
- Assisting immobilized vehicles and their removal
- Signage for emergencies
- Providing assistance to the competent state emergency services
- Escorting oversized vehicles if deemed necessary
- Escorting dangerous goods vehicles through tunnels
- Risk forecasting for drivers

Fleet Management System

With the aim of more efficiently managing emergencies and enhancing road safety on the motorways, Nea Odos designed and set in operation in 2020 a new fleet management and maintenance system.

Briefly, this system has the following features:

- It displays in real time the locations of the patrol vehicles and the motorway intervention team (e.G. Via position)
- It contributes to immediate incident management by instructing the nearest available vehicle to intervene
- It controls through reports the crossings of vehicles from checkpoints in accordance with the contractual obligations of the company
- It manages the fleet as a whole in terms of maintenance, costs, exhaust fume cards, etc.
- It uses a map to depict each intersection and project boundaries, which also can serve as an
 educational tool



Road Safety Patrol Cars Maintenance Process

Nea Odos has a specific process regarding the maintenance of the Road Safety Patrol Cars, according to which:

- Each vehicle has a unique enterprise resource planning (erp) tab regarding the maintenance profile of the vehicle manufacturer
- An automated maintenance notification email is sent
- The car garage is informed about the vehicle's visit to the department as well as the technical actions to be taken as appropriate
- The necessary technical work is carried out
- The vehicle returns to traffic management centre and a relevant briefing follows
- The vehicle tab is updated on the erp system

In this context, in 2020 the overall review of two internal training manuals took place. Specifically the following were reviewed:

- The Patrol Car Operating Rules
- The Traffic Management Centre Operation Manual

		Total Incidents by Category				
Incidents by Category	2020	2019	2018			
Vehicles Breakdown	17,848	23,171	22,458			
Obstacles – Spillage – Moving Hazard	9,899	13,075	14,973			
Other Incidents	3,608	5,236	5,558			
Accidents and Crashes	1,188	1,640	1,461			
Abandoned Vehicles	372	429	427			
Total	32,915	43,551	44,877			

Nea Odos Average Response Time by Incident Type (in minutes)									
Incidents	2020	2019	2018						
Accidents and Crashes	9.5	10.1	10.3						
Vehicles Breakdown	6.6	7.2	7.5						
Abandoned Vehicles	2.7	2.9	4.4						
Obstacles – Spillage - Moving Hazard	8.2	8.3	8.7						
Other Incidents	5.2	4.4	4.8						

	Average Response Time by Agent (in minutes)						
Agent	2020	2019	2018				
Nea Odos	7.0	7.4	7.7				
Fire Brigade	9.9	9.9	12.2				
Vehicle Recovery Unit	27.5	28.2	26.9				
Ambulances	18.4	18.3	19.5				
Traffic Police	20.1	21.4	22.8				
Other Agents			11.1				
Heavy Vehicle Recovery Unit	45.3	44.8	44.5				

Immobilised Vehicle Management

3.7

In order to reduce traffic problems and ensure the protection of drivers and passengers, Nea Odos offers integrated collection and transportation services for immobilized vehicles for free. As part of the services, the company's collection units transfer the immobilized vehicles to the nearest safe point, which may be located in a part of the rest of the road network or in a safe place within the Concession project, such as at the Motorist Service Points.

In 2020, more than 5,700 vehicle tugs were carried out safely, of which 690 concerned heavy vehicles.

Towed Vehicles	A.Th.E.			IONIA ODOS				
	2020	2019	2018	2020	2019	2018		
Conventional Vehicle Recovery	3,608	4,549	4,369	1,437	2,052	1,847		
Heavy Vehicle Recovery Unit	500	624	602	190	187	191		
Total	4,108	5,173	4,971	1,627	2,239	2,038		

Immobilised Vehicles Incidents	2020		20	19	2018		
	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	
Flat tire	2,465	739	2,965	1,034	2,757	1,081	
Mechanical failure	7,151	2,987	8,352	3,907	7,685	3,677	
Fuel	757	266	1,039	387	1,174	625	
Other	1,023	835	1,599	1,687	1,438	926	
Unrecorded	770	875	751	886	1,279	1,750	
Total	12.166	5.702	14.706	7.901	14.333	8.059	
Driver sickness (it is a separate event and it is not included in the report of immobilised vehicles)	53	20	88	28	94	27	

3.8 SOS Phones and the Emergency Number

In order to handle possible accidents or emergencies, Nea Odos has:

SOS telephones: Along all motorways and/or at selected points, such as the areas for temporary parking, including inside tunnels. 646 SOS telephone devices have been installed and operate in order for drivers to communicate for free with the Traffic and Tunnel Management Centres.

The 1075 emergency number: Drivers are able to directly communicate with the Traffic and Tunnel Management Centres in order to provide information regarding emergency incidents or accidents, by calling the 1075 emergency number.

SOS Phones along the Motorway	A.Th.E.			IONIA ODOS			
	2020	2019	2018	2020	2019	2018	
Number of devices	384	386	386	262	262	262	

Emergency Call Centre Data		2020			2019			2018	
	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Incoming calls	74,040	59,296	14,741	84,467	64,061	20,406	72,551	51,799	20,752
Answered calls	73,842	59,125	14,717	83,739	63,865	19,874	71,981	51,474	20,505
Efficiency	99.7%	99.7%	99.8%	99.1%	99.7%	97.4%	99.2%	99.4%	98.8%
Average call duration (in seconds)	53.08	53.03	53.29	56.00	56.29	55.06	56.68	56.87	56.22

Emergency Call Centre - Issues by Category		2020	
	Total NEA ODOS	A.Th.E.	IONIA ODOS
Maintenance	37.5%	31.4%	45.3%
Traffic	28.0%	31.0%	24.1%
Patrols	26.6%	25.4%	28.2%
Other	6.5%	10.2%	1.7%
Safety	1.4%	2.0%	0.7%

Winter Maintenance Management and Acute Weather Phenomena

3.9

The winter maintenance program requires high-level organization, impeccable coordination and adherence to specific certified procedures so that in case of extreme weather events, such as heavy snowfall or frost on the road, immediate intervention occurs.

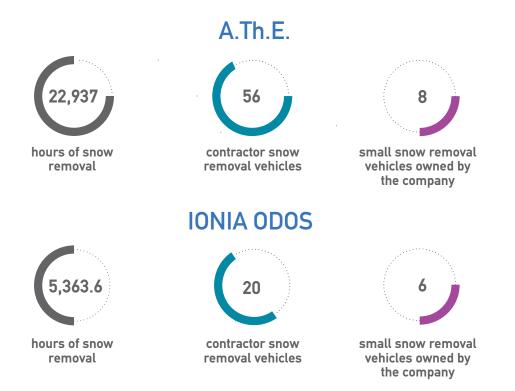
The winter maintenance program focuses on the following points:

- Supply of sufficient quantities of salt for the entire length of each motorway
- Operation of refuelling stations at appropriate locations
- · Maintenance of snow removal vehicles
- Maintaining clean wells and drainage infrastructure
- · Improving the reflectivity of horizontal and vertical signage
- Carrying out preparedness exercises with the participation of all emergency response agencies
- Close and honest cooperation of all stakeholders

The program takes place through the operation of the snow removal centres that are located in the following locations:

- **-The A.Th.E. section:** Varympompi, Markopoulo, Schimatari, Thiva, Akraifnia, Martino, Tragana, Latomeio.
- -The Ionia Odos Motorway: Messologhi, Amphilochia, Filippiada, Terovo and Episkopiko.

In 2020, during the winter maintenance program of A.Th.E. and Ionia Odos the following actions took place:



In 2020, additional improvement actions were carried out on snow removal machines, such as the installation of 5 meter long blades on 8 A.Th.E. snow removal machines and on 6 snow machines of Ionia Odos, aiming at the optimal cleaning of the road section.

Meanwhile, at Ionia Odos, side openings were created for the reversing of the snow removal vehicles for both directions (K.P. 163+00) while at the A.Th.E. motorway a study was carried out and then a license was given for a Heavy Vehicle/Snow removal Vehicle washing machine -which is under construction- at the Malakasa Snow Removal Station. The completion of the project is estimated to occur in the first half of 2021.

Review of the Ionia Odos Snow Removal Plan

In 2020, Nea Odos revised the existing Snow Removal Plan on the motorways it is responsible for with the aim of improving the time needed for preparing, responding and intervening in case of extreme weather phenomena.

More specifically, the review of the Snow Removal Plan included the stages of readiness and activation of the plan in combination with the official warnings of the National Weather Agency and the General Secretariat of Civil Protection. At the same time, the following were taken into account:

- · the revamping of the mechanical equipment
- the positions of increased readiness of the snow removal vehicles
- the methodology of increased and continuous operational transit with two snow removal vehicles in the Northern Section
- · creating additional reversing areas for the snow removal vehicles

Collaboration with the Athens Observatory

In 2020, the company partnered with the Athens Observatory with the aim of creating a focused weather forecasting platform on the motorways Nea Odos is responsible for. In order for the company to have better forecasting of weather phenomena, and thus manage emergencies faster and more efficiently, this platform provides targeted information on the weather conditions that prevail or are expected to prevail along the entire length of the motorway, such as the type of precipitation (rain, hail, snowfall, sleet, etc.), temperature, total rainfall, snow cover, wind speed and direction as well as barometric pressure.

Acute Weather Phenomena Management





We are proactive as regards acute weather phenomena:

- measurements of meteorological stations along the motorways
- forecasts from competent state agencies
- employee reports



We notify all involved entities (Fire Brigade, the Emergency Aid Centre, Vehicle Collection Units)

We ask for Police te assistance for the safe traffic management

Winter Maintenance - Snow Removal Exercises

A.Th.E.:

Two winter maintenance - snow removal exercises took place in November and December in order to maintain the safe operation of the motorway as well as to improve the communication between the motorway traffic police and the winter maintenance subcontractor.

IONIA ODOS:

A winter maintenance – snow removal exercise which aimed to maintain the safe operation of the motorways and to improve the communication between the motorway traffic police and the winter maintenance subcontractor and the use of the new point for reversing the snow removal vehicles at the kilometric position 163+000.





We mobilize the road patrol cars We put the safety and interventions processes for acute weather phenomena

into action



When the acute weather phenomena end, we inspect the infrastructure and our equipment



We acrively support our people who engaged in the incidents



We keep drivers up to date through all available communication channels

3.10 Awareness Programs

Improving driving behaviour and achieving zero accidents remain the main objectives for Nea Odos and thus we continue to implement awareness and information actions in this direction. In 2020, due to the pandemic, we adapted some awareness actions by incorporating the use of new technologies and digital tools in our programs.

Strategic partnerships with specialized organizations

We collaborate with the "Panos Mylonas" Hellenic Road Safety Institute to implement innovative programs with an emphasis on young people and vulnerable social groups. We support relevant actions and initiatives across the country. This year, the closure of schools due to the pandemic led us to redesign the programs to be implemented in a digital environment and thus ensure continuity and consistency in training students.

Information and awareness campaigns

Throughout the year, we implement awareness campaigns for drivers by creating special videos, special reports on our website and distributing leaflets at toll stations. The main topics we focus on are driving under difficult weather conditions, good driving behaviour within a highway, specific road safety parameters within tunnels, proper use of child seats, non-aggressive driving and eco-driving, etc. This year due to the pandemic the distribution of leaflets at toll stations was limited while there was an increased use of digital and public awareness media and tools regarding road safety.

Speeches and presentations

At Nea Odos we regularly participate in workshops, speeches and conferences in order to promote safe driving and to inform the public about our initiatives at the local level. Due to the Covid-19 pandemic, our participation in workshops and conferences is currently taking place online.

Connection to the Sustainable Development Goals and Goal Setting	Topic	Goal 2020	Progress 2020	Goal 2021
3. GOOD HEALTH AND 11. SUSTAINABLE CITIES AND COMMUNITIES	Accident related indicators	Zero accidents on motorway (refers to users and employees)	Users: 1.188 Employees: 10 Motorway Accidents Index: 75,10	Zero accidents on motorway (refers to users and employees)
3. GOOD HEALTH AND WELL-BEING AND INFRASTRUCTURE COMMUNITIES	Motorway upgrades	Pilot installation of "Smart" security cameras for automatic incident detection	Completed	-
		Installation of Weight in Motion System (WIM) at A.Th.E.	Completed	-
3. GOOD HEALTH AND WELL-BEING	Accident response time	Ongoing reduction of response time	Average response time reduction from 7.4 min to 7.0 min	Ongoing reduction of response time
3. GOOD HEALTH AND WELL-BEING	Annual Recertification	Annual Recertification IS039001	Completed	Annual Recertification of ISO39001





QUALITY IN SERVICE PROVISION

Primary Sustainable Development Goals



9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Secondary Sustainable Development Goals

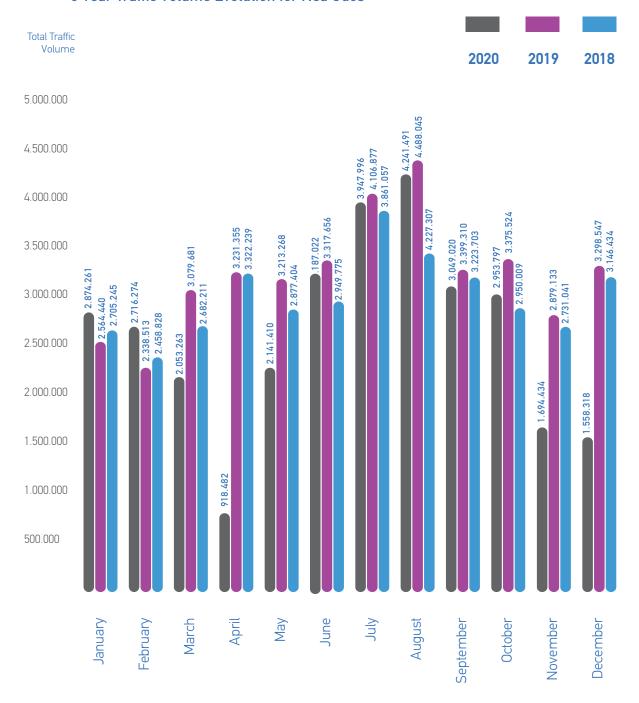




Covid-19 response and management

The Covid-19 pandemic had undoubtedly an impact on all Nea Odos activities as it is responsible for the significant reduction in traffic on the motorways we are responsible for. During the year, we placed particular emphasis on enhancing interoperability, using new technologies and upgrading our technology equipment and software and on further digitizing the company's systems. Thus we achieved the continuous improvement of the quality and the efficiency of the provided services.

3 Year Traffic Volume Evolution for Nea Odos



People are our Priority

4.1

At Nea Odos we apply a human-cantered service model. Our goal is to be as a company the best travelling companion and this is for us the absolute priority. Responding to the growing needs of the areas adjacent to the motorways under our responsibility, as well as the demands of drivers themselves and the technological advancements, we constantly improve and enhance the level of the services we provide. In this context we adopt and apply horizontally to all services we offer, high quality standards such as ISO 9001, ISO 14000, ISO 45001, ISO 39001 and ISO 22301.

The MyOdos Digital Application: the first "All-In-One" Motorway Application

In order to continuously improve its services, in July 2020 Nea Odos presented the first "all-in-one" motorway application for mobile phones and tablets (Android and iOS) in Greece called MyOdos.

The MyOdos app is a combination of innovation and services to the needs of a driver. As the era itself evolves through the implementation of comprehensive interoperability (GRITS), MyOdos keeps pace with developments by enabling drivers, at the start of their journey, to enter their destination, to calculate the exact cost of tolls, to learn the points of the trip where they can stop, to top up their account, if their balance is not enough, and to travel all over Greece.

In the MyOdos app all information concerning the following motorways, Ionia Odos (Antirrio-Ioannina), A.Th.E. (Metamorfosi, Attica-Raches, Fthiotida section) and E65 (the Xiniada-Trikala section in operation), is available along with a wealth of useful information for all intermediate points of interest, such as parking lots, exits, gas stations, etc.

MyOdos is the first mobile application in the country for highways, not only addressed to electronic subscribers. The innovative application is a unique single portal that gives subscribers full control of their account, and drivers the ability to easily and quickly manage their route or trip. At the same time, however, it enables all drivers to find the best route or points of interest and to calculate the cost of their trip for all highways in the country.

At MyOdos all information is available easily and quickly, 24 hours a day, 365 days a year.

In more detail, the application offers drivers:

- Detailed maps with all the points of interest (motorist service areas, parking spaces, flyovers, exits, etc.) At the motorways of our responsibility
- Calculating the best route and toll costs about all motorways of the country, and not only about the motorways of our responsibility
- Direct connection to the 1075 emergency telephone line as well as to the customer service telephone at the touch of a button
- Opportunity to subscribe to fast pass and obtain a pass via courier service
- Full account control and the possibility of topping up the account for the fast pass subscribers

At the same time, on the website www.myodos.gr that was created, visitors can be easily and quickly informed about all the services offered by the MyOdos application that can be installed on mobiles or tablets.

The official presentation of the application was followed by a large-scale survey conducted by Nea Odos in order to look into the response of the public and users regarding the usability of the MyOdos application.

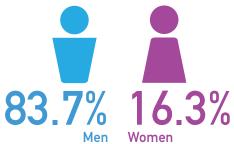


Public Survey



The most popular pages and activities:

- Home page 10.38%
- Balance updates 8.22%
- Route planning 4.53%
- Fast pass/kentriki pass registrations 3.77%
- Renewal history 1.66%
- Monthly accounts history 0.45%
- Menu 2.34%



To develop the app €75,000 were invested and for its commercial promotion €53,075 were invested

Number of requests for new Fast Pass subscriptions through the app

2203

Payments of subscription accounts that took place through the app

Payments: 10,265

Total value of payments: €482,788.86



4.2

Toll Zone System for Charging and Collecting Tolls

The Concession Agreement which has been ratified by the Hellenic Parliament and is a law of the State, strictly states that in no case can the company unilaterally modify the toll rates without the prior consent of the State.

The toll rate for each station (frontal and lateral exit) is determined as follows:

- At the frontal station and per road traffic direction, it is based on the total length of the zone it belongs to.
- At the lateral exit stations, it is based on the length covered from the beginning of the zone to which the station belongs till the station, whereas at the lateral entrance stations it is based on the length the user will cover from the toll station till the end of the zone.

Toll rate payment zones

At the A.Th.E. section, three toll payment zones have been defined, while in Ionia Odos four, always in accordance with the institutional operation framework of Nea Odos. The toll rate depends on the category of the vehicle and the motorway zone within which the user moves. More information is available on our website.

Paying Tolls







- Payment in cash at a toll booth lane with an attendant
- is provided free of charge to the subscribers of Nea Odos
- POS Credit Card Readers

The Fast Pass e – transponder Automatic Payment Machines

MyOdos

Application through which drivers can, among other things:

- register for the Fast Pass and obtain a transceiver via courier
- have full control of their account and the possibility of topping up their balance if they are Fast Pass subscribers

Interoperability

In order to ensure efficient services to users and the public, Nea Odos has set as a priority the promotion of interoperability. To this end, in 2020 the company made a strategic investment of €1,000,000 promoting the software upgrade and the installation of new equipment at the toll stations.

The specific program required the coordination of three subcontractors, all internal departments as well as the cooperation of all concession companies in the industry.

Subscription Programs



For all four- wheeled category 2, 3 and 4 vehicles.



Discounts up to 50% for Category 2 vehicles depending on the frequency use of the Afidnes, Kapandriti, Malakasa and Inofita Toll Stations..



Exclusive for the permanent residents of the Oropos Municipality and the Varnava Municipal Community of the Marathon Municipality for free crossings at the Afidnes toll station. Based on the agreed commitments of our company, the maximum subscription limit for the program has been exceeded.



It concerns exclusively the KTEL crossings from the toll stations of Tragana. It is valid until the issue of boarding and disembarking Stations in the area is finalized.

More information about the available subscription programs can be found on the special website: www.fastpass.gr

Nea Odos' investments in the subscription programmes	2020	2019	2018
Fast Pass Oropos	€2,941,261.41	€2,079,495.90	€329,563.10
Fast Pass Frequent	€264,815.52	€272,347.97	€261,506.94
Fast Pass Tragana	€24,506.45	€35,900.20	€19,032.66
Program for the permanent residents of Akraifnio, Kokkinos and Kastro of the Orchomenos Municipality	€213,305.97		€66,913.91

The program for the permanent residents of Akraifnio, Kokkinos and Kastro of the Orchomenos Municipality commenced in 2018 with the aim of providing free crossings from the frontal toll station of Thebes for vehicles of category 2 (private cars) due to the discontinuity of the adjacent network between Thebes and the former community unit of Akraifnia. Nea Odos has agreed to provide free crossings to the permanent residents of the above communities, from the frontal toll station of Thebes until the issue of the alternative route is resolved.

Evolution of ETC Transponders and Accounts for Fast Pass	2020	2019	2018
Number of current accounts by the end of the month (average)	93,327	77,473	61,782
Total number of active Transponders by the end of the month (average)	125,565	105,288	84,548

4.3 The First Electromobility Friendly Motorway

Ionia Odos is the first motorway in the country to provide highspeed charging areas for electric vehicles along its entire length, contributing thus to reducing the environmental footprint of the motorway and to expanding electromobility which is slated to develop to a larger extent in the following years.

To date, a total of 10 quick chargers have been installed at all Motorist Service Stations of Ionia Odos and at the Atalanti Motorist Service Station at the A.Th.E. motorway. At all Ionia Odos Motorist Service Stations, drivers of electric cars can charge their vehicles in a short time, while the connection of the highway with the port of Igoumenitsa through the Egnatia Odos allows drivers of electric cars to travel smoothly in Greece. Through the above initiative, Ionia Odos, from 2018 until today, remains the only highway in the country that offers the possibility of charging electric vehicles along its entire length, at all Motorist Service Stations. It is worth noting that each charger can charge up to 3 vehicles at a time.

Nea Odos will install additional chargers (superchargers) made by TESLA a company Nea Odos has signed an agreement with at the Atalanti Motorist Service Station. Meanwhile, it studies the installation of chargers at the Malakassa Motorist Service Station which will operate through a hybrid system with photovoltaics, batteries and electricity from the HEDNO network.

In addition, there is a plan for the supply of 2 quick chargers (50kw) for the building of Varybombi, the Malakassa Tunnel Management Centre and for the supply of 18 simple chargers (2x11kW) in 18 more buildings of Nea Odos.

The supply and installation of electric vehicle chargers is a strategic investment for the company with a total value of €100,000 and will be completed in 2021.

4.4 Motorist Service Stations

Along the A.Th.E. and Ionia Odos motorways there are Motorist Service Stations, serving mainly refuelling and catering needs of users and the general public operating on a 24-hour basis. The design and operation of the Motorist Service Stations are based on a range of best practices.

The Motorist Service Stations have been designed and configured so that:

- The facilities should be safe and functional for travellers who use them and harmoniously fit within the surroundings.
- The buildings comply with the requirements of the Building Energy Performance Regulation for the purpose of improving their energy efficiency, saving energy and protecting the environment.
- They provide in their entirety the possibility of fast charging of electric vehicles in Ionia Odos
- They provide a variety of dining and leisure options such as restaurants and fast food restaurants, Mini Markets, bookstores, ATMs, cafes.

Energy Management at the Motorist Service Stations

For the energy efficiency of the Motorist Service Station buildings, Nea Odos uses the best available design and construction solutions, going beyond the minimum requirements of the existing legislation where deemed appropriate (3661/2008, and 3851/2010 Laws and the Building Energy Performance Regulation).

It is worth noting that electricity from renewable energy sources covers to the maximum level the needs of the Motorist Service Stations.

Results of Building Energy Inspections

Atalanti Motorist Service Station

Fuel Station Building: B+ Commercial and Catering Building: B

Episkopiko Motorist Service Station

Commercial and Catering Building: B

Evinochori Motorist Service Station

Fuel Station Building: B+ Commercial and Catering Building: B

Filippiada Motorist Service Station

Mixed-Use Building: B

Amvrakia Motorist Service Station

Mixed-Use Building: B

Amfilochia Motorist Service Station

Mixed-Use Building: B

Water Management at the Motorist Service Stations

In the context of the environmental licensing of the Motorist Service Stations, and according to the River Basin Management Plans per Water Unit, Nea Odos follows the relevant conditions, restrictions and measures for the implementation of sustainable water resources management policies aiming at the water sustainable use at the Motorist Service Stations.

Through the use the treated wastewater (for irrigation, washing of the landscaped areas and firefighting), savings of water resources from other sources such as groundwater from drilling are achieved in order to ensure a balance between the groundwater aquifer pumping and replenishment. Additionally, for the optimal water savings there are taps with an automatic flow cut-off mechanism at all the public toilet.

More specifically, at the Ionia Odos and Atalanti Motorist Service Stations, the treated wastewater from the biological treatment plants is reused for irrigation, washing the surrounding area and firefighting. Within the framework of the environmental management program of the Concession Project, winter and summer sampling measurements are carried out in order to ensure the quality of the operation of the wastewater treatment plants in the specific Motorist Service Stations.

^{*} EU Water Framework Directive, 2000/60 /EC of the European Parliament and of the Council of 23 October 2000, Law 3199/2003, Presidential Decree 51/2007

4.5 Communication Channels

Nea Odos uses the following main regular communication channels with drivers and users in order to:

- Inform them about its strategic actions and issues concerning managing and operating the motorways
- 2. Be informed officially on the vies of the interested public
- 3. Collect at regular intervals comments and suggestions and be informed of trends
- 4. Be informed of any issues that arise and resolve them promptly
- 5. Encourage the submission of ideas and detect possible omissions

Main Communication Channels



Customer Care Call Centre

22950-26900 for A.Th.E. Motorway

2641 306 306 for Ionia Odos Motorway



The Customer Service Centre

- A.Th.E. motorway, right before the Afidnes Toll Station, towards Lamia
- Ionia Odos motorway, right before the Klokova Toll Station, towards Ioannina and also at the Motorist Service Station at Episkopiko, towards Antirrio



Opinion surveys

conducted every 24 months



Dedicated Customer Service

customercare@neaodos.gr



Corporate Website MyOdos App

www.neaodos.gr

and Fast pass product website



CSR Scorecard

Out of the 81,414 calls handled by the Customer Service Department, only 2,287 calls (2.8%) concerned complaints (while the corresponding percentage was 5.1% in 2019).

In 2020, we received, handled and resolved a total of 2,789 complaints, which in accordance with our policies fall into 9 main categories:

- Toll operations (1,538)
- Traffic and security (451)
- Negative comments (320)
- Compensation claims (188)
- Commercial policy (106)
- Miscellaneous (77)
- Interoperability (63)
- Signage (34)
- Driver Requests (12)

However, we did not receive any report nor any complaint about major environmental issues.

Customer Care Call Centre		2020			2019			2018	
	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Incoming calls	102,353	68,574	33,779	100,113	22,883	77,230	70,445	44,371	26,074
Answered calls	81,414	52,180	29,234	72,327	17,748	54,579	61,459	37,759	23,700
Efficiency	79.5%	76.1%	86.5%	72.2%	77.6%	70.7%	87.3%	85.1%	90.9%
Total complaints submitted by phone		2,287			3,670			2,969	
Number of calls with complaints about noise barriers		0			2				

Complaints by Category		Care Call ntre		tten nication	Total		
	Number	%	Number	%	Number	%	
Toll Operation	1,272	55.6%	266	53.0%	1,538	55.1%	
Traffic and Safety	371	16.2%	80	15.9%	451	16.2%	
Negative Comments	298	13.0%	22	4.4%	320	11.5%	
Compensation Claims	104	4.6%	84	16.7%	188	6.7%	
Commercial Policy	88	3.8%	18	3.6%	106	3.8%	
Other	64	2.8%	13	2.6%	77	2.8%	
Interoperability	54	2.4%	9	1.8%	63	2.3%	
Signage	28	1.3%	6	1.2%	34	1.2%	
Driver's Requests	8	0.3%	4	0.8%	12	0.4%	
Total	2,287	100.0%	502	100.0%	2,789	100.0%	

Customer Care Call Centre - Issues by		2020	
Category	Total NEA ODOS	A.Th.E.	IONIA ODOS
Electronic Toll Collection Operation	88.1%	87.3%	90.4%
Commercial Issues	5.1%	5.4%	4.1%
Safety	1.6%	1.9%	0.6%
Toll Operation	2.3%	2.5%	1.6%
Other	2.1%	2.2%	1.9%
Traffic	0.7%	0.6%	1.0%
Maintenance	0.2%	0.1%	0.3%

Written Communication		2020			2019		2018		
	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Total requests and complaints submitted	24,796	12,770	12,026	18,584	12,218	6,366	15,054	8,902	6,152
Average response time (days)	0.89	1.09	0.68	0.79	1.02	0.35	0.37	0.47	0.21
Requests and other issues		24,294			18,033			14,697	
Complaints submitted		502			551			357	
Complaints about noise barriers		4						5	

Requests by Category	Customer Care Call Centre		Writ Commu		Total		
	Number	%	Number	%	Number	%	
Commercial	9,627	37.5%	458	14,5%	10,085	35.0%	
Toll Operation	4,195	16.3%	2.199	69,9%	6,394	22.2%	
Traffic and Safety	6,212	24.2%	34	1,1%	6,246	21.7%	
Interoperability	4,383	17.1%	219	7,0%	4,602	16.0%	
Other	822	3.2%	177	5,6%	999	3.5%	
Compensation Claims	186	0.7%	19	0,6%	205	0.7%	
Signage	130	0.5%	8	0,3%	138	0.5%	
Driver's Requests	107	0.4%	31	1,0%	138	0.5%	
Project	14	0.1%	3	0,1%	17	0.1%	
Total	25,676	100.0%	3.148	100,0%	28,824	100.0%	

Written Communication - Issues by Category		2020	
	Total	A.Th.E.	IONIA ODOS
Electronic Toll Collection Operation	91.4%	89.5%	93.5%
Toll Operation	6.0%	7.4%	4.5%
Commercial Issues	1.2%	1.3%	1.1%
Other	0.8%	1.2%	0.4%
Compensation Claims	0.3%	0.3%	0.3%
Maintenance	0.2%	0.2%	0.1%
Safety	0.1%	0.1%	0.1%
Traffic	0.0%	0.0%	0.0%

Security of Personal Data

4.6

Nea Odos collects personal data in order to ensure the best possible customer service of motorway drivers and users and the effective incident management. Thus the data we record is mainly collected from:

- Telephone conversations with drivers on customer service issues, for the sole purpose of improving the services offered
- Requests such as cards for people with special needs, and subscription plans
- Cameras along the motorway used exclusively for smooth traffic management and effective traffic accident response.

The company pays special attention to the protection of personal data in accordance with the provisions of the relevant "Directive on Closed Circuit Television" of the Greek Personal Data Protection Authority. The company takes all technical and operational measures for their safe collection, storage and management/processing and to prevent accidental loss or destruction and unauthorized and/or illegal access to data, use, modification or disclosure of. Moreover, in order to ensure secure electronic transactions, the company applies special procedures and security standards.

You can find the corresponding PRIVACY DECLARATION regarding the Safety and Processing of Personal Data published on the company's website at **www.neaodos.gr** and at **www.fastpass.gr**.



4.7 Partners, Subcontractors and Suppliers

The collaboration Nea Odos has with its partners, subcontractors and suppliers is exemplary and is based on a shared understanding of the importance of the project and the need to comply with the terms and conditions that guarantee its quality. Selecting suppliers is based on a demanding process that assumes that suppliers share the same corporate values and principles, the same behaviour and operation principles with the ones the company implements.

Selection Process

The Quality Management System implemented by Nea Odos describes the strict criteria and all the binding procedures for the selection of suppliers and the management of procurement projects, factors that ensure the high quality of our services.

The Nea Odos suppliers include: the construction consortium, the engineering companies, the suppliers specialized on construction works, the subcontractors for the maintenance of civil engineering works, snow—clearing and equipment maintenance, suppliers for consumables, external collaborators providing support for operating issues (consultants, attorneys, certified auditors) and others.

Some indicative stages/features of the selection process:

- Selection after an open market survey
- Submission of at least 3 different offers
- Requirements predefined by the company
- Responsible business activity of suppliers and quality features of the service/product as selection criteria
- Annual evaluation of existing suppliers' performance



If subcontractors wish to collaborate with the company, they have to submit the following:

- The obligation to sign a compulsory declaration of compliance with the environmental requirements of the project
- Their formal commitment to comply with the environmental terms and to take preventive measures to avoid adverse environmental impacts
- Certifications and licenses that show their environmental impact, notably regarding operation and maintenance issues
- To provide the required certifications and permits

In 2020 Nea Odos put forth a grouped tender, which concerned the supply of laptops and the financial profit reached the amount of €208.45, that is 5%.

According to their business sector, the majority of our suppliers are certified according to one or more of the following standards:

- ISO 9001:2008, 9001:2000, 9001:2015 and 9001:2005
- ISO 14001:2004, 14001:2015 and 14001:2018
- CE EN 12899-1:2007
- ISO EN 3834-2
- ISO EN 13422
- EN ISO 1461
- EN 1090-1:2009 και A1:2011
- ISO 37001:2016
- IEC 60317-0-1
- ISO 45001:2018
- OHSAS 18001:2007
- ELOT 1801:2008
- FSSC 22000
- HACCP ISO 22000
- ISO/IEC 27001:2013
- ISO 20000-1:2018
- ISO 22301:2019



4.8 Suppliers Assessment Process

Nea Odos carries out regular and thorough inspections regarding its suppliers related to infrastructure operation and maintenance in order to ensure both high quality and compliance with and implementation of the legislation throughout the supply chain. Thus the company contributes to reducing financial security and performance risks and potential impacts on the company's reputation and image.

The upgraded evaluation process of our critical suppliers and partners is carried out electronically with wider evaluation criteria with differentiated significance levels to ensure a more objective and effective evaluation whilst the cooperation between the departments has been strengthened by enabling the joint evaluation of partners and suppliers.

The wider criteria by which suppliers and subcontractors are evaluated on are the following:

Quality

- Quality of relationships
- Quality of service
- Delivery times
- · Ability to respond
- Communication

Economic Policy

Fees and Cost

Readiness & Compliance

- Business continuity
- Compliance with Nea Odos' requirements
- Integrity and Transparency
- Health and Safety
- Environmental consciousness



Nea Odos has identified a total of 286 major suppliers with whom it works and trades. The results of the annual evaluation for 2020 showed an average 4.1.

Due to the pandemic and the general turmoil in the business environment, the company was led to have a more critical approach as regards its relationship with its suppliers. In practice, this means developing enhanced response mechanisms, expanding relationships with trusted suppliers and reviewing the importance of some parameters in terms of the overall supplier evaluation. In 2020, an incident was recorded regarding the quality of the product by a supplier, which forced the company to terminate this partnership.

The company did not carry out environmental audits on new suppliers during the reporting year of this Report, nor did it observe significant negative environmental performance from its suppliers.

We point out some practices that we deem the best in this sector:

- Meetings with key suppliers, aiming at better communicating and preventing or resolving issues that have arisen
- Central coordination of all procurement issues, which increases the efficiency of the procurement system
- Organization of tenders for the supply of materials that can be grouped (e.G. Clothing, tires) so that a central agreement can achieve economic benefits and speed in purchasing
- Ongoing proposals for optimizing ordering/delivery procedures, etc.
- Sample inspections of suppliers' deliveries

Local Suppliers

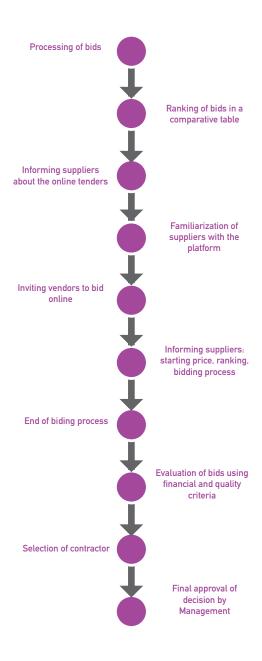
Nea Odos places particular emphasis on supporting national and especially local suppliers, where possible in order to thus strengthen and develop the local markets and local communities.

The category of national suppliers also includes transactions with related parties estimated at €22,033,161.22. The operational support to the Motorways of Central Greece (amounting to €37,152,548) is also included. However, this transaction is carried out through the State and Nea Odos and is therefore not included in the transactions between the related parties.

			Suppliers by Category/Origin						
Suppliers	2	020	20	019	2018				
Categories	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)	Number of Suppliers	Investment (€)			
Local	391	1,139,495.25	428	1,251,110.79	431	1,531,551.76			
National	246	77,073,789.03	257	82,334,390.00	263	111,450,848.38			
International	23	1,606,640.75	17	640,150.77	32	743,048.3			
Total	660	79,819,925.03	702	84,225,651.56	726	974,428			

The category of national suppliers also includes transactions with related parties estimated at €22,033,161.22, as well as the operational support to the Motorways of Central Greece amounting €37,152,548.00.

Online Tenders



Nea Odos uses a dedicated online tendering platform in order to ensure the effective management of procurement tenders. More specifically, the platform allows prospective suppliers to bid online within a set timeframe and have the opportunity to submit multiple interim bids. The most suitable tenderer is selected after the offers are evaluated on the basis of economic and quality criteria. In 2020 no electronic tenders were held.



Connection to the Sustainable **Development Goals** and Goal Setting



9. INDUSTRY, INNOVATION AND INFRASTRUCTURE

Customer Satisf	ac

Customer Care Call

Electronic tender

platform

Centres

Topic

Conduct an opinion survey

on the motorway and its impacts

Maintain a high level of

Very satisfied customers"

The next Mystery Survey will take place in 2021

Goal 2020

Progress 2020 Goal 2021

Conduct a mystery survey for the assessment and further improvement of our services

Conduct an opinion poll

by POADEP

No Road Side Survey

(RSS) was conducted

to 2021

Completed

Conduct a phone survey for due to COVID-19. Moved customer satisfaction



9. INDUSTRY, INNOVATION



9. INDUSTRY, INNOVATION

17.PARTNERSHIPS FOR THE GOALS

Official launch of the Driver services upgrade application: MyOdos

Utilise platform for No electronic tenders tenders were held during 2020 Constantly upgrade the application and add new features

Utilise platform for tenders



5 HUMAN RESOURCES

Primary Sustainable Development Goals



8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young.

Secondary Sustainable Development Goals







4. QUALITY EDUCATION



5. GENDER EQUALITY



10. REDUCED INEQUALITIES



16. PEACE, JUSTICE AND STRONG INSTITUTIONS



Covid-19 response and management

2020 was undoubtedly a difficult year due to the outbreak of the Covid-19 pandemic worldwide. This unprecedented event prompted Nea Odos to redefine its practices, adapt part of its human resource management policies and practices, and focus on actions that primarily prioritize the promotion of staff's health and safety.

Our People | 15.1

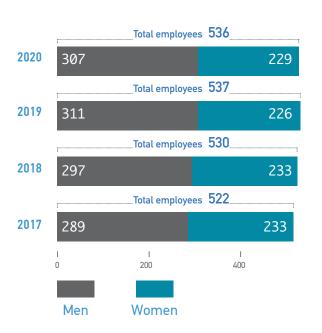
Recognizing that the Nea Odos employees are the driving force for achieving our corporate goals, every year we place special emphasis on education, development, talent retention as well as on health and safety. What is of utmost importance for the company is providing a working environment which is safe and fair for every employee without exception. Through policies and procedures, the company cares for the protection and respect of every employee, based on the principle of equal opportunities.



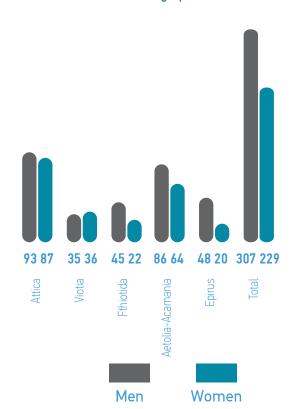
In order to cover the emergency or seasonal needs of the company, such as maternity leaves, seasonal workers are employed in Nea Odos through other companies, with which there is constant cooperation.

In 2020, due to the special circumstances created due to the pandemic, the established internship program of the company was not implemented.

Human Resources Data



Human Resources by Age and Gender Geographical Area



Human Resources by Age and Gender

	18-25	26-40	41-50	51+	
Men	1	210	80	16	
Women	1	119	73	36	
Total	2	329	153	52	

Human Resources by type of Employment and Employment Contract

Types of Employment and Employment Contract	Men	Women	Total	Percentage
Total staff	307	229	536	100.0%
Indefinite term employment contract	295	224	519	96.8%
Definite term employment contract	12	5	17	3.2%
Full-time employees	307	229	536	100.0%
Part-time employees				-
Seasonal workers through third parties	11	13	24	-

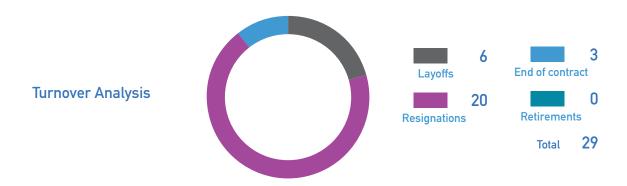
New Employee Hires by Age and Geographical Area

	18-25	26-40	41-50	51+	Total								
Attica	1	7	2	3	13		N.	-					
Viotia	0	2	1	0	3		New Employee Hires by Gender and Age						
Fthiotida	0	2	0	0	2				Genue	and	a Age		
Aetolia-	0	4	2	1	7		18-25	26-40	41-50	51+	Total		
Acarnania						Men	1	13	2	2	18		
Epirus	0	3	0	0	3	Women	0	5	3	2	10		
Total incoming (Total n	1 umber of	18 incomin	5 g/	4	28	Total	1	18	5	4	28		
total employees)			ļ	5.2%									

Employee Turnover by Age and Geographical Area

	18-25	26-40	41-50	51+	Total								
Attica	0	7	5	2	14			Fm	nlove	e Turr	nover		
Viotia	0	7	0	0	7		Employee Turnover by Gender and Age						
Fthiotida	0	1	0	1	2		18-25			51+	Total		
Aetolia-Acarnania	0	3	0	0	3	Men	0	12	3	2	17		
Epirus	0	3	0	0	3	Women	0	9	2	1	12		
Total	0	21	5	3	29	Total	0	21	5	3	29		

incoming (Total number of incoming/ $_{5.4\%}$ total employees)



Equal Opportunities

5.2

At a healthy working environment, there is absolutely no discrimination on the basis of race, colour, sex, language, religion, politics or any other beliefs, ethnic or social background, property, or any other situation. In this context, Nea Odos implements equal opportunities practices, which stem from the relevant legislation, but mainly from the principles and values that are part of our corporate culture.

Specifically at Nea Odos, the decisions concerning issues such as recruitment, evaluations, remuneration, vacation time, promotions, training, retirement, as well as termination of contracts are defined by non-discriminatory criteria and are not related to any form of discrimination. All employees receive equal pay for work of equal value. For the continuous improvement and development of a non-discriminatory working environment, the Human Resources Department has adopted the Open Door policy, which allows all employees to propose and discuss informally corporate issues with management representatives, managers, supervisors and others.

In 2020, no incidents of discrimination in the workplace were recorded, nor were there any complaints or grievances from employees and/or third parties.

Gender Ratio by Employees Category/Rank

(5.1		Number			%
Category/Ranks	Men	Women	Total	Men	Women
Top Executives	3	0	3	100.0%	0.0%
Managers	8	6	14	57.1%	42.9%
Administrative Staff	88	52	140	62.9%	37.1%
Labour Staff	208	171	379	54.9%	45.1%
Total	307	229	536	57.3%	42.7%

5.3 Benefits

The most pressing priorities for Nea Odos is to create a work environment that promotes personal and professional development, supports and improves the quality of life of employees. In 2020, the company continued its benefit program that has set up and implements and offered a series of programs such as:

- A group life insurance program
- A Group Health and Medical Care Program for all employees and their dependent members

Depending on the job position, the company also provided:

- Vouchers and productivity bonuses to 379 employees (€126,800)
- Mobile phones to 122 employees
- Company cars to 44 employees

The company covers the employee social contributions, as required by law, but there is no additional pension plan. The competent state agency provides the pension payments. In 2020, 18 female employees received paid maternity leaves and 12 female employees returned from maternity leave. In 2021, the 6 female employees on leave are expected to return to their jobs.

5.4 Talent Development

Due to the ongoing pandemic crisis the country has been facing, in 2020 we launched a process of reviewing and adapting the overall program for talent and skills development as regards our employees taking into account the challenges, technological developments and new data brought about in the workplace due to the pandemic.

Annual Employee Performance Evaluation Process

Nea Odos annually carries out the employee performance evaluation process that contributes to the creation of an integrated corporate culture emphasizing performance, and creates a common understanding of corporate goals and how to achieve them. The evaluation process focuses on actively supporting employees so that they achieve their goals and evolve personally and professionally. In addition, it binds supervisors and employees to make joint decisions on steps needed to be followed.

It has to be noted that at this point due to the pandemic, the annual performance evaluation process is being reviewed in order to be enhanced with new data arising from the workplace.

Employees Evaluation	2020		
Evaluation Indicators	Number	%	
Total employees	535*		
Total number of employees evaluated	512	95.70%	
Total number of employees excluded from the evaluation	23	4.30%	
Men who were evaluated	300	58.59%	
Women who were evaluated	212	41.41%	
Evaluated employees with access to the results of their evaluation (%)	512	100.00%	

*Freelancers not included

Development and Talent Management Centres

Nea Odos has adopted the Development Centres methodology for all employees who run teams or will manage teams in the near future so as to create a continuity plan for the company and fulfil specific promotion needs of executive in leadership positions. In 2020, Nea Odos decided to temporarily suspend the operation of the Development Centres due to the pandemic. As the effectiveness of the Development Centres depends on groups being in the same room, and thus the quality of results would have been dramatically reduced if the whole process took place online, it was decided not to operate the Development Centres in 2020. They are slated to reopen in 2021.



Investing in Knowledge

5.5

The continuous training and lifelong learning and education of our employees has emerged as one of the key priorities of the company's strategic plan. In 2020 we continued to invest in our personnel training through implementing a total of 16 programs in which 85 people (that is 15.9% of all staff) from all organization levels participated.

Due to the pandemic, the training programs implemented by Nea Odos were adjusted and were delivered online.

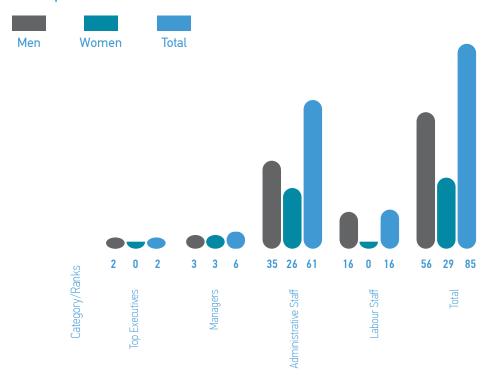
In this context:

- E-learning seminars on issues close to the company industry were delivered based on priority goals
- Employees participated in online conferences based on their job description
- · Specific seminars on further developing skills through a specially designed online platform took place
- The established internal personnel trainings took place online so that personnel trainings could continue uninterruptedly

This year, we reviewed the corporate training process and integrated a specific process so that employees can study at a Master's level or participate in an individual long-term training program (that is more than two months' long). In 2020 Nea Odos fully funded a Master's course for its employees. In the Nea Odos personnel trainings, topics on human rights, the fight against corruption and corporate governance have not been included so far.

Employee Training and Skills Development

Participants



Training Hours by Human Resources Category	Tra	aining Hou	irs	Averag	e Training	Hours
	Men Women Total		Men	Women	Total	
Top Executives	65	0	65	21.7	-	21.7
Managers	8	171	179	1.0	28.5	12.8
Administrative Staff	217	316	533	2.5	6.1	3.8
Labour Staff	48	0	48	0.2	-	0.1
Total	338	487	825	1.1	2.1	1.5

Number of Programs Financed by the Company	2020
Postgraduate Programs	1
Foreign Language Programs	0

Training Hours by Topic	Training Hours	Number of Trainings
Health and Safety	66	3
Environmental Issues	28	1
Corporate Communication & Marketing	37	2
Human Resources Management & Leadership	396	2
Legal Issues	144	3
Technical Issues	32	2
Financial-Accounting Issues	74	2
IT/PC Operation/Systems	48	1
Total	825	16

Caring for Health and Safety

5.6

The outbreak of the Covid-19 pandemic forced the company to primarily focus on the prevention and protection of employees' health according to the relevant government measures and in accordance with the respective health protocols.

Responding to the challenges of these current circumstances, Nea Odos particularly focused on managing the pandemic aiming at employees' health and safety and thus implemented the following actions:

- Mass covid-19 tests on a regular basis for the staff with the company itself covering their full cost
- Training and briefing employees regarding the pandemic through electronic and printed information material
- Rotating physical presence of a minimum number of employees in the offices as well as exclusive teleworking for all new administrative employees
- No physical meetings and teleconferencing where possible
- Immediate delivery of teleworking technical equipment to those working under this scheme
- Appropriate configuration of the workplace in order to keep distances between employees in the same space (e.G. Plexiglass in offices, air purification systems, etc.)
- Weekly disinfections of all company's facilities, supply of appropriate equipment (e.G. Protective masks, hand antiseptics, gloves, surface antiseptics, hand creams) as well as training of key personnel regarding the appropriate disinfection methods
- Flexibility of working groups in order to deal with covid-19 cases (reorganization in shifts so that each employee would come in contact with a specific person/s during their shifts)

Apart from its commitment to manage the pandemic responsibly, Nea Odos is committed to providing and maintaining a safe and healthy work environment and this is also depicted in its overall Health & Safety policy that the company strictly implements according to international standards and international requirements. Nea Odos uses all available tools to decrease if not eliminate the risks posed to employees, to motorway drivers and to third parties that are related in any of its activities. At the same time, it sets priorities and implements programs to apply its policies and achieve its goals.

In this context in 2020:

- 87 Health and safety inspections were carried out by an external consultant
- The health & safety management system moved from the ohsas 18001:2007 to the iso 45001:2018 standard.
- The transition took place in the context of the integrated management system review by the independent certification body
- The transition review included a sample check of documents as well as visits to the company's offices (to the tragana toll stations, the agios konstantinos tunnel management centre, and the martinos motorist service station)

Accidents at Work

The company has commenced a general review and modification of the process of reporting and investigating accidents at work, with particular emphasis on the causes of the accident, on taking measures to prevent similar accidents and the way the accident is investigated by the Safety Technician. During 2020, 34 updates were made to the written occupational risk assessments of the company. The updates mainly concerned the addition of an annex for Covid-19 as well as the addition of risks and treatment measures related to psychosocial factors.

Provisions on Health and Safety Issues

Health and Safety but also the well-being of all our employees form a constant priority for all of us at Nea Odos.

In this context, during 2020, we continued providing the following:

- Regular visits of independent health and safety consultants, such as the safety technician
 and the occupational physician, to all company facilities for the prevention and protection
 of employees from any form of occupational risk
- Free medical examinations for all employees, depending on the job and the risk category, as defined in the occupational risk assessment study
- The tetanus, hepatitis a and b vaccination program for the protection of employees of the motorway maintenance department
- · A group health and medical care program for employees and their dependent members



Total Man Hours 2020 | 1,048,210.1

Health and Safety Indices	2020	2019	2018	2017
Injury or accident rate of total staff (%)	0.37%	1.12%	1.51%	3.07%
Hours of absence/total work hours (%)	0.08%	0.03%	0.07%	0.14%
Accident frequency indicator	9.54	14.82	8.20	19.58
Accident severity indicator	124.97	39.53	108.63	216.56
Number of fatal accidents	0	0	0	0
Lost work days due to accident	131	40	106	177
Incidents without days of absence	8	9	0	6
Injury Rate (IR)	0.38	1.19	1.64	3.92
Lost Day Rate (LDR)	24.99	7.91	21.73	43.31
Absence rate (AR)	166.72	52.74	144.91	288.88
Total work accidents	10	15	8	16
Work accidents with days of absence from work	2	6	8	10

Representation in the Health and Safety Committee

The participation of employees in the Health and Safety Committee is an important process that aims at ensuring and continuously improving the health and safety of the Nea Odos employees.

According to the representation policy, through their supervisors, employees are officially represented in the Health and Safety Committee with a percentage that exceeds 75%. The team leaders inform top executives on Health and Safety issues, while keeping their subordinates informed of the management's decisions.

The meetings take place at regular intervals, focusing on outstanding and new issues but also on the recommendations of Occupational Physicians and Safety Technicians for all activities and facilities of Nea Odos. In 2020, two Health and Safety meetings were held on toll station issues and one meeting on maintenance and traffic management took place.

The following position holders participate in the committee as representatives:

- Quality, Safety & Environment Manager
- Quality Management Assistant(s)
- Human Resources Manager
- Recruitment & Development Supervisor
- Senior EM Project Engineer
- Traffic Manager
- Winter Maintenance & Equipment Engineer
- Maintenance & Traffic Management Director
- Traffic Management Systems Engineer
- Toll Station Manager
- Operations Engineer

Health and Safety issues covered by agreements include the following:

- Personal protective gear
- Committees handling health and safety issues in which representatives of the management and the employees participate
- Participation of employee representatives in health and safety inspections, audits and accident investigations
- Training and education
- Complaint submission system
- Prerogative to refuse to do unsafe work
- Planed inspections
- Compliance with the conventions of the international labour organisation (ilo)
- Settlements or committees to resolve issues

Training on Occupational Health and	Safety		
Topic	Training hours	Entries	Training hours/ employee
Disinfection methods & practices - Protection measures & application in the workplace	54	18	3
Safe use of X-RAY equipment	10	5	2
Alarm & fire detection systems in the workplace	2	1	2
Total	66	24	7
Health and Safety Investment Catego	ories	2020 (€)	
Maintenance of the Administration Building Fire S	afety System	1,905	
Workplace Upgrades		1,538	
Application and Upgrade of Personal Protective Ed	quipment	20,809.24	
Certifications (ISO 45001:2018, ISO 39001:2012)		3,326.40	
Health and Safety Monitoring Program through In	ternal Inspections	11,320	
Program for Measurement of Occupational Noise		2,340	
Employees Medical Insurance		271,759.44	
Occupational Physician/Safety Technician		19,448	
Pharmacy Expenses/Medical Supplies		86,871	
Total		419,317.08	

Connection to the Sustainable Development Goals and Goal Setting



4. QUALITY EDUCATION



8. DECENT WORK AND ECONOMIC GROWTH



5. GENDER EQUALITY



8. DECENT WORK AND ECONOMIC GROWTH



10. REDUCED INEQUALITIES

16. PEACE, JUSTICE AND STRONG INSTITUTIONS



3. GOOD HEALTH AND WELL-BEING



4. QUALITY EDUCATION



3. GOOD HEALTH AND WELL-BEING

Topic	Goal 2020	Progress 2020	Goal 2021
Employee training	Total training hours/ total employees>5	Total training hours/ total employees: 1.58	Total training hours/ total employees>3 (adjusted due to COVID-19)
Integrate Corporate Responsibility questions in the employee survey	The next survey is scheduled for the first half of 2021	-	Conduct the survey
Development centres	Further support and development of the employees participating in the development centres	Temporary suspension of development centres due to pandemic	Restart the development centres
	Training on Health and Safety	24 employees participated	Ongoing
Health & Safety	Emergency evacuation drills in all premises	Conducted drills in 7 of the 13 premises	Emergency evacuation drills in all premises
Annual Recertification	Transition to ISO 45001	Successful transition to ISO 45001	Renewal of ISO45001 certificate



6

CARING FOR THE ENVIRONMENT

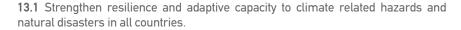
Primary Sustainable Development Goals



12. RESPONSIBLE CONSUMPTION AND PRODUCTION

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.





13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



13. CLIMATE ACTION

Secondary Sustainable Development Goals



3. GOOD HEALTH AND 6.



6. CLEAN WATER AND



7. AFFORDABLE AND



11. SUSTAINABLE CITIES AND COMMUNITIES



15.LIFE ON LAND



17. PARTNERSHIPS



Covid-19 response and management

The Covid-19 pandemic caused a reduction in the traffic of vehicles and their number of crossings on the motorways Nea Odos manages and operates. As a result of the reduced human activity, a lower environmental impact from the vehicles was recorded. As expected, there was a reduction in the total volume of materials to be recycled on the motorways. Additionally, according the company policy, the environmental education programs were adapted and implemented online.

Environmental Responsibility

Nea Odos examines in depth all possible impacts on the environment and anticipates all possible scenarios in order to limit and effectively address any environmental impacts always striving to fully comply with the national and European legal and regulatory framework for environmental protection. In this context, the company, has designed and implements prevention measures and pollution mitigation measures of emergency incidents that are implemented by employees or subcontractors aiming at rehabilitation and decontamination in the event of an accident.

Nea Odos has followed and implements an integrated Environmental Management System that is certified according to the ISO 14001:2015 standard designed aiming at:

- Monitoring regularly compliance with the environmental legislation
- · Monthly inspection program for the implementation of the environmental terms
- Monitoring regularly the process for achieving the environmental goals
- Analysis of the environmental parameters and impacts
- Enhancing an environmental culture through the recycling and material and waste management program

At the same time, the company's environmental policy emphasizes:

- The continuous training of employees
- Fulfilling legislative obligations
- Securing environmental permits
- Implementation of pollution prevention programs
- Efficient management of raw materials
- Waste minimization

Specifically, in 2020, 159 environmental inspections were carried out at the Nea Odos facilities. From the inspections and controls carried out during the year, no negative environmental performance was recorded.

Actions implemented in 2020 under the Environmental Management System

- Continuation and monitoring of the recycling system in order to recycle as much waste streams as possible in a wider range of facilities
- Carrying out test washes, creating action plans and training staff for the Pollution Control Units of A.Th.E.
- Development of a water program: The program concerns the implementation of sampling and analysis in sensitive water recipients (e.g. Yliki, Evinos, Ambrakia, etc.)
- An annual traffic noise monitoring program was carried out

Finally, Nea Odos periodically carries out all the necessary audits and checks on the Operation and Maintenance subcontractors regarding their environmental certifications and compliance with environmental conditions. From the inspections and controls carried out in 2020, no negative environmental performance was recorded.

Nea Odos in 2020 developed a study by a team of specialized architects for the promotion and upgrading of urban greenery in the surrounding area of highways. The study aims, through targeted interventions in the urban environment, to highlight the harmonious connection of the highway with the surrounding environment, the overall aesthetics of the landscape, thus creating a complete experience for visitors.

6.2 The Impact from our Operation

Nea Odos recognizes its impact on the natural environment and seeks to reduce its environmental impact and mitigate climate change by implementing an integrated strategy aimed at harmonizing the motorways with the environment. Environmental Sustainability has already been a key goal since the design phase of the project.

At the same time, the very effects of climate change and the severity of weather phenomena directly affect the operation of the road network and create increasing needs for invasive maintenance work, infrastructure inspections and traffic congestion management. The above actions may lead to delays in implementing projects, a temporary suspension of the operation of the toll, thus putting a burden on the company's reputation.

In 2020, we conducted environmental trainings of a total of 28 hours for a total of 14 employees regarding the operation of Pollution Retention Tanks (of the Pollution Control Units of projects). In 2020, no issues of environmental degradation were identified stemming from the operation and maintenance of the highways, nor were relevant fines imposed on the company.

6.3 Energy Consumption

The main energy source used for heating the Nea Odos buildings and lighting our facilities continues to be electricity.

France	2020		20	019	2018	
Energy Consumption (kWh)	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS
Electric energy for road lighting and buildings	30,902,216.48		32,919.562,02		33,043,904.61	
Solar energy (for ERTs and irrigation)	21,000	10,800	19,224	10,500	19,224	11,813

 $Conversion\ factors:\ diesel\ fuel:\ 36.4\ MJ/l,\ gasoline:\ 44\ MJ/l,\ LPG:\ 46\ MJ/l,\ liquid\ gas:\ 46\ MJ/l,\ natural\ gas:\ 47.2\ MJ/l$



	2020	2019	2018
Fuel Consumption (Litres) Nea Odos	NEA ODOS	NEA ODOS	NEA ODOS
Diesel (Fleet)	575,235.83	668,848.7	637,684.26
* Includes Diesel from generators			

Fuel Consumption (Litres) Subcontractors	2020		20	119	2018	
	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS
Gasoline	18,724.81	5,900.00	19,703.06	6,451	15,294.03	12,080.72
Diesel (Fleet)	422,518.87	313,790	496,559.09	166,203	353,041.64	276,067.66
LPG	1,010		69,300		78,320	37,200

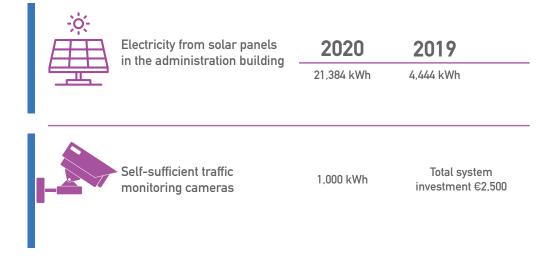
Aiming at decreasing its electricity consumption, the company has installed solar panels to cover the energy needs of its buildings and facilities, such as:

- On boreholes and valves
- On ERT phones along the motorways
- On the management buildings

Nea Odos has taken a number of initiatives aimed at reducing its energy footprint:

- A plan to install 4 parks in the Messolonghi flyover, an investment of €155,000 which is estimated to lead to savings of approximately €10,000 per year
- Contract for the installation of the first 4 photovoltaics in the Messolonghi flyover, with a total power of 100kW, which is part of the wider target for 12MW
- Installation of a utilities monitoring system. Specifically, the company has carried out a study and has signed a contract for the installation of an energy management system of utilities in the A. Th.E. section from the beginning of the Concession Project to the Afidnes Toll Station.
- Contract for the replacement of all street lights with new LED technology.

For the Nea Odos operational needs, fuel is mainly used for the company's fleet of vehicles that uses Diesel engines for optimal fuel usage.



6.4 Raw Materials and Equipment

To ensure the efficient management of raw materials and equipment as well as for the preservation, protection and saving of natural resources, Nea Odos strictly adheres to the Authorised Environmental Terms of the Concession Project. As regards paper, the printing paper the company purchases is environmentally friendly and is produced using an internationally certified process. In the following table, the basic categories of raw materials and equipment necessary for our operation are presented:

		2	2020		2019		2018	
Categories of raw materials and supplies	Material	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	
	Sawdust (Kg)	3,850	400	3,890	400	3,400	900	
	Printing paper (Kg)	5	5,120	5	5,199	8,5	570.03	
Raw Materials	Paper (paper thermal rolls) (Kg)	18.713		27,248		25,101.25		
	Ink/Toners (pcs)		198		168	135		
Other	Transponders (pcs)) 2	20,000 21,050		21,500	10,000		
	Use of Ra		rials and Si	•	Subcontra 01 9)18	
Categories of								
raw materials and supplies	Material	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	
	Salt (Kg)	5,708,170	623,940	8,775,480	4,230,000	2,310,070	1,406,870	
Raw Materials	Sawdust (Kg)		2,200	-	1,650	150	300	
	Printing paper (Kg)	594.58	15	328	2	430	15	

6.5 Natural Resources, Materials and Waste Management

Nea Odos ensures strict compliance with environmental terms, regarding natural resources, materials, and waste management.

According to the current legal framework, the exact quantities of waste are recorded and registered in the Electronic Waste Register (EWM) through a process of regular inspections.

Regarding the role and responsibility of the company's subcontractors, they are obliged to collect the waste generated during the operation and maintenance of the highways and transport it to approved places or to special waste collection points, as provided by the official alternative management systems. The fact that the facilities of Nea Odos now have special bins for the recycling of Electrical and Electronic Equipment Waste has contributed significantly to the increase in the amounts of light bulbs and computers/electrical appliances/equipment.

Hazardous Waste

Nea Odos does not import, export nor processes waste that is deemed hazardous. Regarding the management of water discharges and especially as regards Ionia Odos, the company fully complies with the decisions of the Ioannina Region on municipal, non-hazardous, liquid wastewater and potential wastewater discharges in water bodies that are not a habitat of high biodiversity value and are not governed by any protection regime. This mainly involves the "Ammotopos --Kampis Springs" stream of constant flow, also known as "Rema Mana".

The management of water discharges resulting from the motorway operation, and especially at the Filippiada Motorist Service Station of the Ionia Odos motorway, is subject to tertiary biological treatment according to the environmental regulations and conditions of the environmental permits.

In particular, treated wastewater resulting from biological treatment is used for irrigation, cleaning of the surrounding area and firefighting.

Waste Management Table Nea Odos

				2020			2019		2	2018	
Categories o waste	^f Material	Dangerous (D) / Non- Dangerous (ND)	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Semi- manufacture	Lightbulbs (Kg)	D	170	110	60	450	330	120	10	10	-
goods or	Mixed batteries (Kg)	D	91	67	24	30	30	-	17	17	-
parts	Batteries (Lead - Acid) (Kg) Computers/Electrical	D	1,456	1,426	30	3,227	2,817	410	630	540	90
	appliances/Equipment (Kg)	D	2,032	1,832	200	2,509	2,411	98	122	122	-
	Patrol Tires (Kg)	D	5,224	3,744	1,480	5,128	3,838	1,290	8,459	7,904	555
	Leased vehicles' tires (Kg)	D	920	92	20	620	62	20	-	-	-
	Engine gear box and lubrication oils (Lt)	D	2,475	1,720	755	3,201	1,729	1,472	3,465	2,015	1,450
Mixed waste	Leased vehicles' lubrication oils (Lt)	D	40	4	0	184	184	-	-	-	1.450
Other	Ink/Toners (pcs)	D	86	47	39	87 pcs and 44 Kg	87 pcs and 44 Kg	-	95	95	-
Other	Aluminium	D	26.95	26.95	-	3					
	Discarded chemicals (Kg)*	D	-	-	-	-	-	-	100	100	-
	Contaminated soil (Kg)*	D	-	-	-	-	-	-	37,770	-	37,770
	Contaminated absor- bent materials (Kg)*	D	_	-	-	-	-	-	1,588	-	1,588

^{*} Refers to the tanker incident that took place in 2018

³This stream flows into the T1 Vossa groove, which ends at the final recipient, Vossa Trench. The water body is not a habitat of high biodiversity value and is not governed by any protection regime.

Waste Management Table: Subcontractors

		I.	I	2020			2019			2018	
Categories of waste	Material	Dangerous (D) / Non- Dangerous (ND)	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Raw	Iron and steel (barriers, signs) (Kg)	D	82,185	59,645	22,540	92,040	78,380	13,660	54,150	32,000	22,150
materials	Plastic (barriers, signs) (Kg)	ND	980	-	980	-	-	-	260	260	-
	Lightbulbs (Kg)	D	65	65	-	60	60	-	775	775	-
Semi- manufactured goods or	Batteries (Lead -Acid) (Kg)	D	1	1	-	1,786	66	1,720	-	-	-
parts	Tires (Kg)	D	1,400	1,400	-	5,950	5,950	-	-	-	-
	Wires (Kg)	D	280	280	-	-	-	-	-	-	-
	Engine gear box and lubrication oils (Lt)	D	11,471,20	3,071,20	8,400	2,282.90	2,282.90	-	4,349.25	2,949.25	1,400
Mixed waste	Animal tissue waste (Roadkill) (Kg)	ND	5,735	3,575	2,160	4,050	1,770	2,280	5,030	1,730	3,300
	Mixed municipal waste (Kg)	ND	404,738	194,068	210,670	509,790	255,780	254,010	426,816	255,276	171,540
	Cuts residues (Kg)	ND	140,270	101,000	39,270	67,730	65,000	2,730	62,600	62,600	-
Other	Rockfall (tonnes)	ND	-	-	-	7,946.76	-	7,946.76	-	-	-
Other	Concrete (tonnes)	ND	-	-	-	4,866.29	4,866.29	-	-	-	-
	Milled asphalt (tonnes) Mixture of	ND	-	-	-	4,486.35	4,486.35	-	-	-	-
	construction waste (tonnes)	ND	3,841.43	3,841.43	-	161.71	161.71	-	-	-	-

Pollution Control Units

In 2020, a series of test washes at the Pollution Control Units located along the A.Th.E. and E65 motorways were carried out, and more specifically at the Yliki, Viotikos Kifissos and Kamena Vourla areas. The test washes were carried out through a collaboration between the Department of Quality, Safety and Environment, the Division of Maintenance and Traffic Management and the technical department.

In addition, in 2020, the Action Plans for the operation of the Pollution Control Units were updated, which were presented by the Director of Quality, Safety and Environment to the company's Management and the relevant executives of the Maintenance and Traffic Management Department via online training.

Although the works are in progress, following inspections and the tests, the company went on to do the following improvement works:

- Installation of fencing
- Replacement of manhole covers, padlocks, etc.

The Boosting Recycling Initiative is a project to redesign the recycling system of Nea Odos in order to achieve a higher percentage of diversion of materials from mixed waste, to include new flows of recyclable materials and to gradually cover the entire project.

Thanks to the implementation of the "Boosting Recycling Initiative" in 2020, 43,974 kg of materials were recycled.

Specifically:

During 2020 the company procured the following new bins:

- 5 blue bins with a capacity of 660 litres
- 2 yellow bins with a capacity of 1,100 litres
- 10 bins with a capacity of 65 litres



The results of the initiative prove the continuous commitment of all the Nea Odos personnel towards the common goal of the environment protection, but also the effort to continue the project in order to ensure equally impressive results in the coming years.

Recycling in all company facilities



	2	2020		2	2019		2	2018	
Recycling (kg)	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Paper	17,870	14,357	3,513	7,394	7,114	280	870	870	-
Packaging materials (Plastic, glass, aluminium, tinplate)	26,104	13,147	12,957	10,051	8,681	1,370	2,080	2,080	
Total	43,974	27,504	16,470	17,445	15,795	1,650	2,950	2,950	

6.7 Water Management

As part of the water monitoring program, in 2020 a total of 34 samplings were carried out at Ionia Odos and the A.Th.E. motorway. So far no significant change has been observed in terms of seasonality of the measurements. In cases where excess was observed, this is due in large part to the fact that the highway runs through crop fields and villages and that results in water bodies receiving pesticides, fertilizers and household waste. Specifically, at Ionia Odos there was no exceedance in any season and in any sample. At the A.Th.E. motorway, there was no negative impact on the water bodies at both Yliki and Viotikos Kifissos and all the samples taken are within the limits of drinking water.

The total water consumption/use required for the Nea Odos operations in 2020 amounted 529,544 m³.

Initiatives for effective water management

Aiming at more efficient water management, Nea Odos has developed a number of specific measures such as:

- · State of the art systems for the watering of the greenery within the borders of the concession project
- Cooperation with iso 14001 certified subcontractors for planting and maintenance of greenery at the facilities and along the motorway
- Installing automatic flow water taps in all parking and sanitary facilities of the motorist service stations along the ionia odos and the a.Th.E. Motorways
- Reuse of treated wastewater from the motorist service stations biological treatment plants as regards irrigation needs, cleaning of the surrounding area and firefighting

Nea Odos commenced the study of irrigation consolidation including remote monitoring of all actions in order to further optimize water management and savings. The works are expected to start in 2021 and to be completed by 2023 at the latest. The investment for the study amounted to €80,000. The total cost of the initiative is estimated at approximately €750,000.

In more detail:

	20	2020		2019		18
Water Consumption NEA ODOS (m³)	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS
Water Consumption (Buildings & Facilities – EYDAP)	1,789		1,938		1,961	
Drinking water (bottles)	57.80	24.81	68.40	22.80	63.26	17.67
Water from other sources (from drilling)	342,455	185,217**	150,000*	220,000*		290,000
* In 2019, irrigation was added to SCADA, w	hich allowed	d us to have a	clear picture	e of water cons	sumption.	
** This represents the quantity consumed consumption for the operation and construction			ia Odos ope	ration in Septe	ember 2017 a	nd includes
	20	20	20	19	20	18
Water Consumption Subcontractors (m³)	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS	A.Th.E.	IONIA ODOS
Drinking water (bottles)	123.17	5.00	6.00	2.16	6.10	

Effectively managing air pollution and mitigating its negative impacts constitute the highest of priorities for Nea Odos. Air pollution measurements are carried out systematically on a 24-hour basis. The recording system communicates with analysts to immediately calculate possible exceedances of the limits set by the legislation on average primary pollutant emission values and parameters [CO, CO $_2$, NO, NO $_2$ SO $_2$ O $_3$, TSP, PM10, PM2.5, C $_6$ H $_6$ (Benzene), C $_7$ H $_8$ (toluene) and xylene].

Below are the values from the Ionia Odos air pollution measurement network which includes 3 stations:

- The evinochori motorist service station
- The filipiada motorist service station
- The episcopikos motorist service station

These measurements and the main conclusions are depicted in detail in a special section in the Environmental Report.

			Av	erage	Annu	al Rat	es 20	20
		,	.Th.E		ION	10 AI	oos	
Air Pollu Measure		Varibobi	Schimatari	Arkitsa	Evinochori	Filipiada	Episkopiko	Limit
NO ₂		47.13	31.89	21.53	5.72	13.81	11.21	40 μg/m³
C ₆ H ₆ (benze	ene)	0.26	0.53	0.03	0.19	0.38	0.45	5 μg/m³
со		0.25	0.19	0.12	0.19	0.15	0.17	There was no exceeding the maximum daily eight-hour rate (10 mg/m³) at any station
SO ₂		2.11	4.59	1.53	2.14	2.30	2.57	125 μg/m³ average daily value should not be exceeded more than 3 times per year
Particulate PM2,5	matters	3.56	8.22	6.84	8.33	11.01	6.13	25 μg/m³
Particulate PM10	matters	5.31	11.82	9.47	12.36	16.24	8.97	40 μg/m³
03		15.63	37.1	27.96	-	-	-	There was no exceedance of the maximum daily eight hourly rate (120 μg / m^3) and no exceedance > 25 times per year at any station

Regarding the observed exceedance of the NO2 limit at the Varybombis station, the Air Pollution Report 2020 characteristically states: "Taking into consideration the data of previous years and the Annual Average Daily Traffic of these stations, we conclude that this increase is not due to the movement of vehicles on the highway. The station is located next to the Nea Erithraia Avenue, and as a result of it also counts the emissions of the vehicles that move on it".

Comparing these prices makes it clear that the increase observed cannot be related to the movement of vehicles on the highway since the 2020 Annual Average Daily Traffic is reduced by 18% compared to 2019.

Emissions from Other Sources

At Ionia Odos, substances used according to the (EC) Regulation no. 1005/2009 do not deplete ozone. The total amount of Freon used at Ionia Odos is 512 kg and, according to the ASHRAE classification, it is of low to no toxicity and does not deplete the ozone layer. The total amount of Freon R410A and R22 is about 256.6 litres and of FREON R32 is 40 litres at the A.Th.E. facilities. Substances used at Ionia Odos, are based on the (EC) Regulation no. 1005/2009, and do not deplete the ozone layer. The fire extinguishers on both highways use CO2 dry dust and the permanent extinguishing INERGEN, FM200, CO2, Aerosol Flow systems.

6.9 Greenhouse Gas Emissions (GHG)

In order to monitor and record its total carbon footprint and environmental impact, Nea Odos takes into account both the direct and indirect greenhouse gas emissions. It monitors, systematically records and reduces these emissions through a suite of actions and initiatives.

- The direct greenhouse gas emissions stem from (diesel and gas) fuel consumption for the company-owned vehicles
- The indirect greenhouse gas emissions have to do with purchasing electric power from third parties that is consumed in all company activities such as in buildings, toll stations and street lights.

In 2020, the total amount of direct and indirect greenhouse gas emissions amounted to 16,689.2 tonnes of CO_2 equivalents.

Total CO ₂ Emissions (ton	nes)		
Emission sources	2020	2019	2018
Direct emissions* from fuel consumption from own fleet (scope 1)	1,534.7	1,784.5	1,701.3
Indirect emissions** from electricity consumption (scope 2)	15,154.4	18,994.6	20,123.7
Total	16,689.2	20,779.1	21,825.1

Emission factors:

Diesel*: 0.002668 tCO2/l

Electric energy**: 0.4904 tCO2/MWh

Intensity = 16,689.2/536=31.1 tCO2/employee Intensity = 16,689.2/377=44.3 tCO2/motorway km

In order to reduce the environmental impact of employee and product transport, the company has created and organizes eco-driving trainings for its employees through the use of the power fleet software so that it can control in real time the data of each vehicle.

In this context, all vehicle inspections are carried out in a timely manner and at certified garages, thereby reducing the environmental impact of any possible mechanical malfunction. Also, the vehicles of the corporate fleet use diesel oil (Euro5 and later technology) as fuel aiming at the least possible release of pollutants into the environment.

 $^{^{\}ast}$ IPCC (2006). Revised IPCC Guidelines for National Greenhouse Gas Inventories

^{**} European Residual Mixes 2020 (Association of Issuing Bodies)

"Go Green" Action - Green Vehicle Fleet

Strategically committed to actively promote e-mobility in our country, Nea Odos is the first company to operate, maintain and manage motorways with a comprehensive plan to replace its entire fleet of vehicles with electric ones, thus actively contributing to the protection of the environment through innovation.

Having "Go Green" as a motto, the initiative aims to drastically reduce the direct emissions of gaseous pollutants of the company vehicles fleet and the gradual replacement of all vehicles with "green" vehicles. The "green" vans of the company will be used for maintenance and execution of works in the first stage of the program. With a view to the future, the company, at the end of 2020, installed chargers for electric vehicles in 18 locations, covering all its premises in order to ensure that the plan to replace the fleet of vehicles will be adequately supported by the necessary infrastructure. These chargers are intended for the needs of the company and are not available to the public.

The main objectives of the action in 2020 were:

- The gradual full replacement of the privately owned fleet with electric vehicles at every category, according to the respective use needs of each vehicle category
- The acquisition of the first electric vehicle that will be used by the department of electromechanical maintenance at the a.Th.E. Motorway

The personalized "EcoDrive" service

TThe "EcoDrive" program is a pioneering Nea Odos program implemented in collaboration with the National Technical University of Athens and the OSEVEN company with the ultimate goal of developing a comprehensive eco-driving service.

Responding to the European Commission's key objectives for achieving sustainable transport in Europe, the program aims to help reduce air pollution and improve the driving experience.

In this context, the program envisages conducting a 3-month experiment, which will study the driving behaviour of at least 50 drivers through the collection of data from smart phones. The role of Nea Odos in the overall research program is crucial given that the company:

- Leads the overall program through the data collection and the evaluation of the ecodrive service
- Undertakes to put this application into pilot operation for the corporate fleet of its vehicles

The results produced are expected to form the basis for developing sustainable infrastructure pricing policies depending on driving behaviour and its impact on the environment (e.g. the service can support Pay as You Drive and Pay How You Drive pricing policies on motorway tolls). At the same time, Nea Odos is considering organizing an info day to disseminate the results of the project to the general public and stakeholders after the completion of the research project.

The total investment in the "EcoDrive" program amounts to €164,550.



	202	2020 2019 2018		18		
Nea Odos Vehicles Mobility	Own	Leased	Own	Leased	Own	Leased
Corporate vehicles	56	71	51	66	55	65
Kilometres covered	4,560,852	1,827,180	4,633,044	2,358,413	4,257,972	2,837,612

Corporate Fleet Mobility	Total	A.Th.E.	IONIA ODOS
Corporate fleet vehicles	56	33	23
Kilometres covered by the corporate fleet	4,560,852	2,320,350	2,240,502
Patrol vehicles	33	21	12
Kilometres covered by patrol vehicles	3,586,658	1,922,056	1,664,602
Intervention teams' vehicles	23	12	11
Kilometres covered by intervention teams' vehicles	974,194	398,294	575,900



Road Traffic Noise 6.10

Nea Odos takes all necessary measures and strives to reduce the nuisance that may be caused in the neighbouring areas due to its operation. Through the development and implementation of the annual Road Traffic Monitoring Program, it ensures the observance of the maximum permissible noise limits. This program includes sound measurements along the highway, in sensitive use locations that have been approved by the competent State agency.

In 2020, the following 24-hour noise measurements performed at A.Th. E:

- 54 noise measurements at the A.Th.E., at the Metamorfosi Logos section
- 14 noise measurements at the A.Th.E., at the Loggos Skarfia section
- 3 noise measurements at the A.Th.E. connector branch, at the Schimatari -Chalkida section
- 52 noise measurements on the IONIA ODOS motorway, at the Antirrion Ioannina section

Regarding A.Th.E.:

- The Special Acoustic Study for the Calculation and Application of Sound Barriers was completed
 along with the selection of a contractor for the Design and Construction of a Mixed Type Sound
 Barrier in the area of Schimatari (at the 65.9 km of the A.Th.E. motorway)
- The construction is scheduled to begin and be completed within 2021 given that it was scheduled for 2020 but was delayed due to the pandemic

No exceedances of the permissible noise limits were observed at Ionia Odos, so no additional measures were required. It should be noted that in 2020 no relevant fine was imposed on the company. At A.Th.E. some limit exceedances were observed which are described in detail in the 2020 Environmental Report, available on the company's website.

Biodiversity 6.11

Nea Odos contributes to the conservation, protection and restoration of ecosystems and habitats through implementing prevention and early response measures in sensitive areas. The Concession project was based on Environmental Impact Studies for the planning and alignment of the motorway axis, which identified the natural wealth of the area and its ecologically sensitive parts.

In more detail: A.Th.E. Motorway:

- Yliki and Paralimni Lakes
- Voiotikos Kifissos System
- Wetland and islands of Atalanti Bay
- Spercheios valley and estuary

Ionia Odos Motorway:

- Acheloos Delta,
- Messolongi-Aitoliko Lagoon
- Estuary of Evinos River
- · Echinades Islands and Petalas Island
- Mount Varasova
- Mount Arakynthos and the Strait of Kleisoura
- Ozeros Lake
- Amvrakia Lake area
- Amvrakikos Gulf, Katafourko Lagoon and Korakonisia
- Louros and Arachthos Rivers

Wetlands and rivers are part of the Natura 2000 network and form the areas at large the project crosses through or is adjacent to. In 2020, no fines were imposed on Nea Odos regarding the observance of the environmental terms of the Concession project, nor was any incident recorded with negative effects on the ecologically sensitive areas of our motorways under our responsibility.

At the same time, the company strictly applies the Environmental Terms related to biodiversity and fauna protection through a series of actions which include:

- Fauna passes
- Plantings with native species
- Maintenance and increase of greenery on the motorways
- Fencing maintenance as well as improvement (e.g. height increase) where necessary.



21,043

Number of trees planted

6.12 Investing in Environment Protection

Annually Nea Odos systematically strives to adopt actions for environmental protection and management.

In 2020 the total expenditure approved and invested in the Nea Odos environmental policy amounted to €1,000,047.

More specifically, in 2020 the environmental protection actions included the following projects:

- Carrying out environmental studies
- Protection, greenery maintenance and new plantings
- Corporate traffic noise monitoring program
- Working with environmental consultants and staff to monitor the implementation of environmental conditions
- Operation of air pollution and meteorological data stations and monitoring gas pollution
- Issuance of certifications
- Waste management and disposal
- Study of installation of sound barriers

Environmental Protection Projects	Investment (€)
Environmental Studies (MPE, TEPEM, Recycling Studies, Approval of Environmental Terms, Environmental Licensing of Escorting projects and activities, etc.)	5,300
Protection and maintenance of green spaces	807,228
Traffic Noise Monitoring Program	16,000
Environmental consultants and employees for monitoring the application of Environmental Terms	46,400
Operation of atmospheric pollution and meteorological data stations	89,774
Certifications	2,000
Waste management	29,145
Noise barriers studies and installation	4,200
Total	1,000,047

Environmental Protection Investments



2020 €1,000,047



2019 €1,000,942



2018 €970,891



2017 €1,060,628



6.13 Environmental Protection Projects

Nea Odos is not limited to its contractual and legal obligations as regards its environmental impact assessment, but actively contributes to raising the awareness of stakeholders, including drives/users, local communities, workers and educational communities.

In 2020, we strived to achieve culture change and to promote environmental awareness, through a series of initiatives and actions such as posting of advice and instructions for effective recycling in common areas and targeted training on Environmental Management in the Concession Project.

Connection to the Sustainable **Development Goals** and Goal Setting





CONSUMPTION AND PRODUCTION

12. RESPONSIBLE 13. CLIMATE ACTION





CONSUMPTION AND PRODUCTION

12. RESPONSIBLE 13. CLIMATE ACTION





CONSUMPTION AND PRODUCTION

12. RESPONSIBLE 13. CLIMATE ACTION



12. RESPONSIBLE PRODUCTION



12. RESPONSIBLE PRODUCTION



15.LIFE ON LAND



13. CLIMATE ACTION

Торіс	Goal 2020	Progress 2020	Goal 2021
Annual Recertification	Renewal of certification	Completed	Annual Recertification: ISO 14001
Electromobility	Gradual conversion of the corporate fleet into electric or hybrid electric	In progress	20% of the company fleet to consist of electric or hybrid electric vehicles (concerns NO and KO)
Measurement of CO ₂ emissions (Offices)	Measurement of CO ₂ emissions (Offices)	Completed	Measurement of CO ₂ emissions
Operation and maintenance activities	Maintaining zero environmental fines	Achieved	Maintaining zero environmental fines
Recycling	Continuous monitoring of the quantities that are recycled	43,974 kg of materials recycled	Continuous monitoring of the quantities that are recycled
Wildlife management	-		-
Environmental protection	Average number of audit- ed premises per month to be over 10	18 audited premises per month on average	Average number of audited premises per month to be over 10



COOPERATION WITH LOCAL COMMUNITIES AND SOCIAL WORK

Primary Sustainable Development Goals



17.17 Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Secondary Sustainable Development Goals











4. QUALITY **EDUCATION**



11. SUSTAINABLE CITIES AND COMMUNITIES



16. PEACE, JUSTICE AND STRONG



Covid-19 response and management

Nea Odos carried out a series of communication actions on the importance of pandemic protection, which were addressed to all its stakeholders, such as users, local communities, the wider society. These communication actions were implemented through brochures, antiseptic wipes as well as through an information campaign on social networks and on the corporate website. In 2020, due to the ongoing pandemic crisis, some of the planned actions, such as the operation of the renovated kiosks for the sale of local agricultural products, were suspended and will take place as soon as health conditions allow.

Our Contribution to Social Development

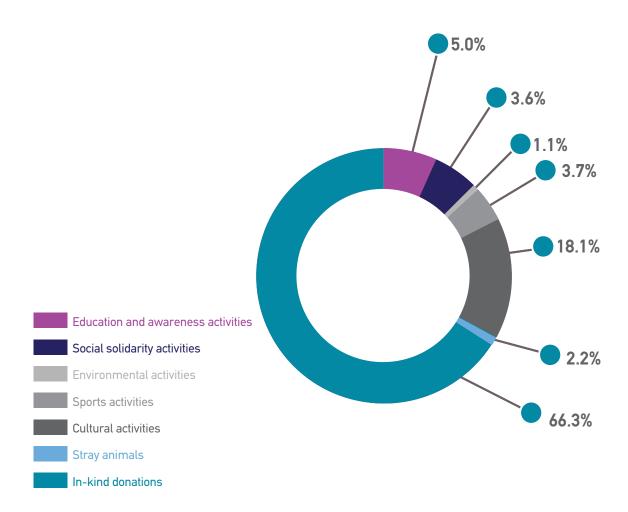
7.1

Contributing to Social Development is an integral part of our philosophy. In Nea Odos, we actively support the local communities that are adjacent to our project and strengthen their economic development by implementing long-term programs and specialized actions. We give priority to local communities, NGOs and other important strategic partners for the development of initiatives and the continuation of programs that add measurable value, both locally and nationally.

The main priorities of Nea Odos are reflected in the following pillars:

- · Education and awareness activities
- Social solidarity activities
- Environmental activities
- Sports activities
- Cultural activities
- Stray animals
- In-kind donations

In 2020, the total investment in the priority pillars amounted to €592,364 (€627,938 in 2019).



The following table shows the total annual contribution of Nea Odos to social development as a total social product produced annually by the company:

Annual contribution to Social Development - Social Product (in th. €)	2020	2019	2018	2017	2016
Payments to suppliers (except materials and intercompany transactions)	57,786.67	62,292.52	63,841.57	65,973.53	66,644.03
Employee salaries and benefits (including insurance contributions)	12,430.42	12,355.93	12,119.37	8,906.90	6,619.37
Payments to providers of capital	13,642.02	25,597.16	33,275.28	8,488.48	6,798.66
Actions, financial support, donations and Corporate Social Responsibility Structures	861.55	922.09	631.93	467.82	272.56
Total	84,720.66	101,167.7	109,868.15	83,836.73	80,334.62

7.2 The "Progress" Campaign

The campaign entitled "Progress" was implemented in 2019, aiming at comprehensive and valid awareness raising of the public about the priorities, performance as well as the basic sizes of the Corporate Responsibility pillars, and contributed to pinpoint the actions that the public and our stakeholders deem necessary so that they are prioritized.



Total votes by the general public: 2,534

Creation of the "Local & Traditional Products | Marketplace" of Ionia Odos

7.3

In the context of our efforts to continuously strengthen local communities adjacent to the Concession Project, in 2020 we set up an innovative action of strengthening the commercial activity of the local communities of the neighbouring areas. The action is implemented for the first time in Greece and concerns the development of a "Local & Traditional Products Marketplace" in the parking lot in the area of Amvrakia Lake, at the 86th km of the Ionia Odos Highway, in the direction towards Antirrio (direction to Patras and to Athens from Epirus).

More specifically, six elegant kiosks/stores were created and Nea Odos offers them to local producers of the neighbouring areas on a rotating basis and without fee in order to present and highlight the wealth of the primary production sector of Etoloakarnania and Epirus. The launch of the "Local & Traditional Products Marketplace" took place in October 2020 with the operation of the first 2 stores with honey products (honey with honeycomb, honeycomb, pollen, propolis, royal jelly, candle, wax ointments) and olive oil products (olive oil and edible olives of various kinds). All products for sale are certified and standardized according to the current legislation on food and fresh products. At this time, due to the protection measures against the coronavirus, the operation of the Marketplace has been suspended. Once the conditions allow it and the restrictive measures are lifted, the Marketplace will have normal opening hours (every Friday, Saturday, Sunday and Monday).



7.4 Road Safety educational and awareness activities

Awareness and training actions on road safety have always been a priority for Nea Odos. In collaboration with the "Panos Mylonas" Road Safety Institute we continue to implement the interactive awareness and training "Cycling Safely" program that due to the pandemic had to be adjusted and was entirely implemented online.

The "Cycling Safely" programme has been approved by the Ministry of Education and the Institute of Educational Policy, while it is always implemented with the cooperation of the competent Directorates of Primary Education. contributes to of the future drivers. The programme aims at children acquiring a responsible driving behaviour which will shape their road culture and the behaviour.

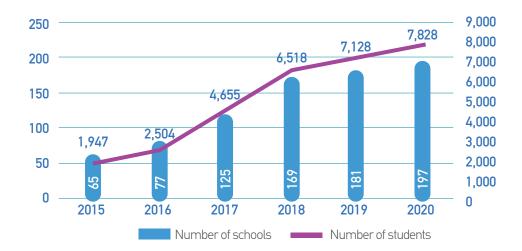
During the months of February and November 2020, through the "Cycling Safely" online program students were trained:

In 2020



- Attica
- Central Greece
- Ioannina
- Western Greece

"Cycling Safely"



The program was attended by girls at a rate of 52.8% and boys at a rate of 47.2%.

Evaluation of the "Cycling Safely" program by students

When asked about the effectiveness of the program, the majority of students reported that they had the opportunity to learn more about the right equipment of the bicycle (71.9%) as well as how to ride safely (68.2%). In addition, the majority of them stated that they were informed about the rules that must be followed when riding a bicycle (60.7%) and about the dangers that lurk during its use (63%).

Student comments on the "Cycling Safely" program:

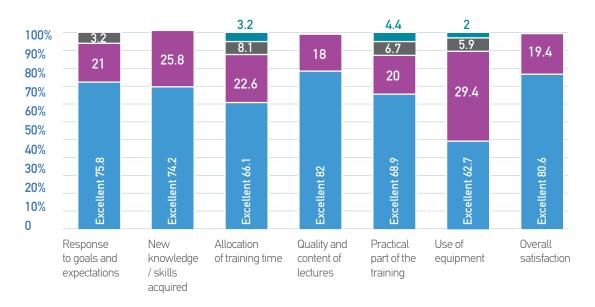
I liked that they taught us how to protect ourselves"

(Primary School of Metamorfosi in Ioannina)

"I liked the question game and how I can be safe when I ride a bike!"

(Katsika of Ioannina Primary School)

"Cycling Safely" Evaluation of the training program by the teachers



The total investment for training and information actions on road safety in 2020 amounted to €29,519.83 (€42,022.69 in 2019).

7.5 Welfare and Social Solidarity Activities

At Nea Odos, our priority is to upgrade the quality of life of the residents in the areas bordering the motorways of our responsibility. In 2020, we continue to support associations, organizations, charities, associations and non-profit organizations by covering specific or permanent needs with financial donations.

We mention indicatively some of the organizations that we supported in 2020:

- Social grocery stores (for instance, of nikolaou skoufa, thermou, and arta)
- Volunteer fire brigades groups of rodopoli, agios stefanos, and kryoneri
- Elepap of agrinio
- The "eliza" association against child abuse
- The atalanti health centre

Additionally, Nea Odos in collaboration with "The Smile of the Child" organization has installed piggy banks at the Motorist Service Stations for anonymous donations.

In 2020 we invested €25,153.97 (€36,328.46 in 2019) in total in welfare and social solidarity actions, with the aim of supporting bodies that care for vulnerable social groups.

Our long-lasting cooperation with the "ELIZA" Association

Nea Odos continued to actively support the actions of the ELIZA NGO against child abuse and more specifically the evaluation campaign of the Action of Physical Abuse Prevention of Preschool Children that took place in 11 Cities in collaboration with local paediatricians and hospitals. The handouts include practical tips for new parents and remind them of the dangerous implications when a baby is violently shaken.

According to the results of the research:

- more than 9 out of 10 paediatricians who read the newsletters found their content particularly useful stating that the parents themselves expressed the same opinion
- Nearly 8 in 10 paediatricians spoke to parents about the advice contained in the leaflets emphasizing the usefulness of having a relevant guide at home
- 2 In 10 said they did not give any advice but pointed out that this was due to the fact that they were already giving similar advice to their clients.

7.6 In-Kind Donations

Nea Odos continues to support people with special needs and vulnerable groups by offering toll free passes in kind. More specifically, Nea Odos offers:

- Toll free passes to specific vulnerable groups
- Toll free passes to special vehicles of associations that do social work

At the same time, the company continued its support to institutions, groups and associations in need. More specifically:

In 2020 Nea Odos offered in total 126,248 toll free passes for vehicles that belong to people with special needs, a €335,663.55 investment.

		2020			2019			2018	
Evident Support for the Disabled	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS	Total NEA ODOS	A.Th.E.	IONIA ODOS
Free of charge passes of special needs vehicles	126,248	88,891	37,357	165,065	116,003	49,062	152,530	110,576	41,954
Investment (€)	335,663.55	244,434.35	91,229.19	443,500	323,126.73	120,373.27	406,029.40	303,858.59	102,170.81

Specifically, Nea Odos supported vehicles belonging to:

- The "the smile of the child" organization
- The national organization of public health (eody)
- The volunteer lifeguard group called "lifeguard hellas"
- The general hospital of etoloakarnania
- The staff of the "achillopoulio" general hospital of volos
- The staff of the general hospital of lamia
- The municipality of athens
- The greek red cross
- The attica region
- The selected special missions team
- The teaching staff of the 1st eleonas thivon second chance school



7.7 Cultural Activities

Nea Odos actively participates every year in initiatives that promote and protect the local cultural heritage, supporting thus the harmonious integration of motorways in the physical environment and the development potential of local communities.

This year the company supported a series of cultural activities of private and local government bodies with total investments worth €106,609 (€67,850 in 2019).

The cooperation of Nea Odos with the "Diazoma" association is a strategically important cooperation as it creates strong social impact on the environment, culture, education and the living standards of citizens

In more detail:

"Routes": Development of a digital tool

In 2020, Nea Odos focused on promoting the "Routes" initiative.

The "Routes" initiative is the first pan-European attempt to create the cultural maps of motorways. In 2020, in collaboration with Clio Muse, a Greek start-up, which has expertise in digital tours and has recently received an award by the United Nations World Tourism Organization (UNWTO), and the web design company, Pixelocracy, Nea Odos created a microsite that is completely user-friendly, fully customizable on mobiles and tablets and enriched with photos and audio files in order to offer a comprehensive "travel" experience. It is a pioneering digital tool through which stories are presented with images and sound about the cultural and environmental wealth of each area that crosses the highways of Nea Odos. The cultural audio tours include 200 tourist attractions, organized in 20 routes, and 538 stories, highlighting the significant wealth of each area that Ionia Odos crosses through.

The Routes microsite aims to support the areas adjacent to our motorways. Through the Routes microsites, a wide range of attractions emerges in a modern and original way that promotes the development of local communities. The Routes initiative provides practical proof that the support and promotion of local communities is a top priority for us. Let us not forget that local communities are one of the main pillars of our Corporate Responsibility. The fact that the microsite is bilingual in both Greek and English, makes it an important tool for tourism and highlighting our cultural heritage. The Routes came at a time when the country and especially the local communities needed every possible support and thus contributed to the emergence of local wealth and consequently to the economic development of neighbouring areas.

The Routes microsite received acclaim by the public, the media and the local communities, while its important contribution to the daily life of travellers as well as to our country was unanimously recognized. By September 2020, Routes had already offered travellers nearly 30,000 audio tours. The investment in the Routes communication amounted to €60,930.

Integrated cultural tourism program in collaboration with the "Diazoma" association

Nea Odos contributes to the work of the "Diazoma" association for the creation of integrated cultural tourism programs. It is an economic and spiritual process that embraces all activities of the economically active residents of each region and in addition forms a new culture of cultural development in terms of sustainability for the country. In addition to their contribution to the quality upgrade of the tourism product, integrated programs act as a catalyst for total development in all areas of the economy and enable Nea Odos to expand its role. In addition to its main mission in terms of transportation of people and goods, Nea Odos becomes an entity that promotes the monuments that surround it, contributing to the economic and cultural development of Greece.

At the same time, two new institutions were born in order to ensure the viability and good operation of the above programs. The creation of the two institutions aims to support and promote the Cultural Routes as a whole, as well as all the individual entities that contribute to their successful operation.

These two institutions are:

- The Business Cluster, Through A Commonly Accepted Local Support And Development Pact
- The Destination Management/Marketing Organization

The business clusters created are related to the tourist and sustainable development of the country and can contribute to the increase in the number of domestic and foreign visitors of the monuments, but also to the development of the local economies and communities that surround the above monuments. These innovative programs are new models of participatory governance in the field of cultural heritage and form the best practice of cultural reform as they are implemented for the first time in our country. Their goal is to improve the economic situation and employment, to improve the daily lives of citizens in social terms and to preserve the natural and structured environment based on a sustainable approach to the development process.

The Local Support and Development Pact functions as a link between the productive sectors of a region's economy and as a development vehicle for cultural and wider tourism in the region. So far, the first two clusters have been created for the Cultural Routes of Epirus and Central Greece and the entities managing these routes have been appointed. Given the need for proper management and sustainability of these programs, special legislation has already been drafted by the Ministry of Tourism to institutionalize those entities and their responsibilities.

Support for the study of digital applications for the "The Trilogy of Attica" program

Nea Odos financially supported the Integrated Spatial Investment program for Attica entitled "Lavrio - Athens - Elefsina (Trilogy of Attica)". The purpose of the study is to create a series of integrated digital applications as well as the online availability of multimedia tourist promotion material for the main points of interest of the route, the main archaeological sites, as well as other points of interest. Thus, the touristic promotion of the "Athens-Elefsina-Lavrio" route, the best tourist experience as well as the in-depth knowledge of the place for on-site and online visitors are achieved. The sponsorship amounted to €20,000.

Sports Activities

7.8

In 2020 we continued supporting activities that promote the social role of sports, at a local level, and actively support young athletes in local communities. Nea Odos invested a total of \le 22,000 (\le 24,086.80 in 2019) in sports. The athletic activities and local sports clubs we supported are the following:

- The cycling races of mountainous Nafpaktos
- Greek Gymnastic Sports Associations Unit of Ipeiros
- PAE Panetolikos
- The "Messolonghi 2008" Women's Football Club
- The Amazons (Women's Volleyball Team of Nea Erythrea)
- The Keravnos of Thesprotikos Football Sports Club
- The "Agrotis Traganas" Sports Club
- 2020 Posidoneia
- · The Nautical Club of Messologhi
- The Greek Paralympic Committee

7.9 Taking Care of Stray Animals

Nea Odos has developed and maintains a steady and long-term collaboration with the Greek Animal Welfare Society. In this context, Nea Odos has undertaken covering the cost of collecting and transporting stray dogs, of vet care, monitoring, vaccinations, stays and the medical expenses of stray dogs that have been collected from the motorway we operate, maintains and manage and they are taken to a specially designed space.

With a view to the safe, and smooth traffic flow, Nea Odos has installed and maintains a fencing along the entire motorway, with special wire netting, for the protection of both animals and drivers. In addition, we have created a specially designed space for the hospitality and recovery of the animals before being transferred or adopted.

This year, we intensified our efforts to collect and manage stray animals, taking targeted prevention and care measures amounting to €12,691 (€7,215 in 2019).



Coverage of medical expenses of 49 stray animals



the investment exceeded €12,600



average cost per animal €212



16 of the 49 animals were either adopted or returned to their owners

7.10 Corporate Social Responsibility Structures

Improving our internal structures, our participation in international organizations and information conferences and targeted communication activities are requirements for implementing Corporate Social Responsibility activities.

We thus contribute to creating value through our long-term initiatives and short-term actions.

In 2020, we invested a total of €186,430.85 in the following actions:

- · Participation as members in national and international organizations
- Participation in joint ventures and partnerships
- Participation in conferences and seminars
- Communicating our activities and initiatives to our stakeholders and to the general public

Investing in Strengthening orporate Social Responsibility (in €)	2020	2019	2018
Corporate Strategy	17,035	13,435	16,900
Event Participations and Collaborations	65,719.35	29,419.35	33,649.35
Communication	103,676.50	251,298	16,650
Total	186,430.85	294,152.35	67,199.35

Ethics and Corporate Communications

7.11

Both in all aspects of our business activities and in our corporate communications, Nea Odos diligently follows and incorporates any changes in the current legislation. This is also the case for best practices in communicating and promoting both our services and our social and sponsorship initiatives. In this context, we commit to comply with the Greek Advertising/ Communications Code of the Communications Control Council that defines the rules of business ethics and ethical behaviour that have to be respected as regards the citizen-client.

In 2020, there were no incidents of non-compliance during the implementation of the Nea Odos' communication strategy. Respectively, no issues were raised regarding the communication of our services and our social-sponsorship initiatives. In 2020, the process of completing the Code of Ethics commenced, which will concern all employees, partners and stakeholders.

Connection to the Sustainable Development Goals and Goal Setting



3. GOOD HEALTH AND WELL-BEING





3. GOOD HEALTH AND17.PARTNERSHIPS
WELL-BEING FOR THE GOALS



1. REDUCED INEQUALITIES



3. GOOD HEALTH AND WELL-BEING



4. QUALITY EDUCATION



17.PARTNERSHIPS
FOR THE GOALS



3. GOOD HEALTH AND WELL-BEING





Торіс	Goal 2020	Progress 2020	Goal 2021
Blood bank	Repeat blood collection drives	No blood collection drives were performed in 2020 due to COVID-19	Repeat blood collection drives
Stray animal management	Maintain and strengthen collaboration with the Greek animal welfare society	Ongoing	Maintain and strengthen collaboration with the Greek animal welfare society
Strengthening partnerships	Creation of the "Tours" platform	Successful launch the new platform	Utilize the platform for engagement with the local community
E-Learning platform dedicated to Road Safety	Enrichment of educational material	Ongoing	Launch the platform

8 REPORT PROFILE

The Nea Odos Sustainability Report for 2020 is the company's 7th Annual Report. It covers the period from 1/1/2020 to 31/12/2020. The previous report was referring to year 2019 from 1/1/2019 till 31/12/2019.

The Report focuses on all the material topics that the company has recognized and manages. It presents the social, environmental and economic challenges that the company faces, the way in which it meets its current challenges and its goals for the future. The company is committed to communicating its non-financial performance through the Sustainability Report on an annual basis.

Report Structure

The content of the Report is based on the strategic priorities identified by the company. It covers the 5 pillars of Corporate Responsibility which are the focus of the Nea Odos strategy and actions:

- · Road Safety,
- · Quality in Services,
- · Human Resources,
- · Caring for the Environment,
- Local Communities and Social Contribution.

Our 7th Report is a continuation of the effort we started in 2014 with the publication of our first Report, and aims to present and communicate the Corporate Responsibility strategy, its implementation and results. The Report has now become a dialogue platform that allows us to communicate in a systematic, transparent and structured way with our stakeholders and to set out our priorities, risks, opportunities and plans for the future. At the same time, through the Report we present best practices which we apply at strategic and operational level

The 2020 Sustainability Report is available on the company website (https://www.neaodos.gr) and more specifically in the Corporate Social Responsibility section. Corporate Responsibility information is available on the company website and through the CSR Scorecard, which is updated on an annual basis.

International Standards

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

Clarifications:

Report Scope

This Report covers the operation and maintenance of the motorways and not their construction (which was officially completed in 2017) which is carried out by the EUROIONIA (TERNA - TERNA Energy) joint venture, on behalf of Nea Odos.

Occupational Accidents

The number of accidents excludes accidents involving seasonal employees who operate through an external company providing employment and payroll services. We do not record data on absenteeism.

Suppliers

Local suppliers do not relate exclusively to the maintenance and operation of the motorway. National suppliers include suppliers from related parties, most important of which is the manufacturer EUROIONIA. The remaining related suppliers focus on the maintenance and operation of the motorway (power supply, E/M facilities maintenance, etc.).

Financial Information

The company in accordance with article 2 of N. 4308/2014 is considered to be a large enterprise. Salaries and employees' benefits include employer contributions. Payments to the capital providers have been interpreted as interest payments to banks for loans taken and repaid. Payments to suppliers (other than materials and intercompany transactions) include all payments made to suppliers other than related parties (including VAT and withholding taxes). All other payments include consumables and services provision.

Payments to suppliers also include operating support to of the Central Greece Motorway, worth €37,152,548.

The net sales of the motorway sector of Ionia Odos – A.Th.E. include the MTC and ETC toll revenues, revenues from other services and revenues from the lease of Motorist Service Stations.

External Assurance

For the 2020 report we proceeded to the External Assurance of specific parts of the content in order to improve the reliability of the information provided and the structures that allow us to collect and process information. In the last section of this report, we present the Assurance letter of the independent assurer, Grant Thornton who carried out the assessment of the specific data, in accordance with the international standard of verification ISAE 3000.

SUPPORT

The 2020 Sustainability Report was developed with the guidance and scientific support of Sustainability Knowledge Group (www.sustainabilityknowledgegroup.com).

CSR TEAM

A number of executives from different Departments and Divisions of the company cooperated for the collection of data, in particular:

- Content Coordinators: Foteini Lamprou, Gerasimos Monokrousos, Sofia Papageorgiou.
- Representatives of Departments/Divisions Content Managers: Nikos Katapodis, Eygenia Soufi, Konstantinos Sideris, Foteini Lamprou, Natalia Manara, Giannis Marinopoulos, Gerasimos Monokrousos, Eleni Nianiou, Anastasia Pnevmatikou, Panagiota Stasinou, Panagiota Tsaousi, Giorgos Mavrikos, Eleni Kordolaimi, Tania Plataniataki, Natali Kedikoglou, Katerina Katexi, Christina Nikolaou, Maria Zografini, Mixalis Lagoudakis, Magdalini Mparouxou, Giannis Sioutis, Stellios Simopoulos, Panagiotis Galanopoulos, Giannis Orfaniotis, Natalia Dasiou, Christos Bakaras, Sofia Papageorgiou, Nikos Gotsoulias, Anastasia Strouza and Antigoni Kazaneli.

CONTACT POINT

You can contact us for comments, questions or suggestions. Gerasimos Monokrousos
Head of Public Relations, Marketing & C.S.R.
Address: 19, Nea Erythraias Avenue, Varibobi, 146 71
Headquarters: 87 Themistokleous Str. Athens
E-mail: gmonokrousos@neaodos.gr

Tel.: (+30) 210-3447300 Fax: (+30) 210-6100301



GRI CONTENT INDEX



For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs. The service was performed on the Greek version of the report

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Independent Limited Assurance Report

To the Board of Directors of NEA ODOS CONCESSION SOCIETE ANONYME

The Board of Directors of "NEA ODOS CONCESSION SOCIETE ANONYME" (Nea Odos S.A.) (the "Company") engaged "GRANT THORNTON S.A. CHARTERED ACCOUNTANTS MANAGEMENT CONSULTANTS" ("Grant Thornton") to review selected data included in the 2020 Corporate Responsibility Report of Nea Odos S.A. for the fiscal year ended on December 31st, 2020 ("selected data"), in accordance with the Global Reporting Initiative (GRI) Standards ("GRI-Standards").

Scope

We performed our engagement in accordance with the provisions of "International Standard on Assurance Engagements 3000 (Revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information" ("ISAE 3000"), in order to provide limited level assurance opinion on selected data of the 2020 Corporate Responsibility Report, with regard to:

- The completeness and accuracy of quantitative data and the plausibility of qualitative information related to the GRI General Disclosures that are required as a minimum prerequisite for the "In accordance – Core" option, according to the GRI 102 Standard.
- The completeness and accuracy of quantitative data and the plausibility of qualitative information against the requirements of the respective GRI Standards for the Topic Specific Disclosures 201-1, 302-1, 305-1, 305-2, 401-1, 404-1, 404-3, 413-2, 416-1, meeting the GRI Standards "In accordance Core" option requirements, in relevance with the following seven (7) material issues: "Economic Performance", "Energy", "Emissions", "Employment", "Training and Education", "Local Communities" and "Customer Health and Safety".

Management Responsibility

The Management of Nea Odos S.A. is responsible for the preparation and presentation of the selected data provided to us, as incorporated in the 2020 Corporate Responsibility Report of the Company, as well as for the completeness and accuracy of the selected data. Furthermore, the Management is responsible for maintaining records and adequate internal controls that are designed to support the reporting process.

Grant Thornton Responsibility

Our responsibility is to carry out a limited assurance engagement and to express our conclusions based on the procedures carried out for the selected data, as described in the "Scope" section.

The procedures we carried out were designed to provide limited assurance, as specified by ISAE 3000, based on which we shaped the conclusion to our engagement.

These procedures are not as extensive as those required for providing reasonable assurance; consequently, a lower level of assurance is obtained.

Our responsibility is limited to the information related to the fiscal year that ended on December 31, 2020, as these were included in the 2020 Corporate Responsibility Report of the Company.

To the extent it is permitted by the legislation in force, we neither accept nor assume any responsibility.

To the extent it is permitted by the legislation in force, we neither accept nor assume any responsibility for our engagement or this report towards anyone other than the Company, unless the terms have been agreed explicitly in writing, with our prior consent.

Limitations

- To conduct our work, we relied exclusively on the information provided to us by the Company's
 executives, which we accepted in good faith as being complete, accurate, real and not
 misleading. Therefore, we did not submit it to any verification procedures, apart from the
 procedures explicitly stated in our Report and which arise from our mutually agreed methodology.
- Our engagement was limited to the Greek version of the 2020 Corporate Responsibility Report.
 Therefore, in the event of any inconsistency in translation between the Greek and English versions, as far as our conclusions are concerned, the Greek version of the Report prevails.
- No work has been conducted on data for previous reporting periods, as well as on data related to forecasts and targets.
- No work has been conducted on anything other than the agreed scope and consequently, our
 opinion is limited to that scope.

Work conducted

We conducted our work so as to collect all the data, relevant documentation, information and explanations we considered necessary as to the selected data described in the "Scope" section. The procedures followed with regard to the selected data included:

- Performed interviews with personnel of the Company responsible for managing, collecting and processing data in order to obtain an understanding of key structures, systems, policies and relevant procedures applied.
- Applied audit procedures, on a sample basis, in order to collect and review audit evidence.
- Reviewing the GRI Content Index found on pages 126-130 of the 2020 Corporate Responsibility Report, as well as the relevant references included therein, against our scope of work.

Independence

Grant Thornton implements the requirements of International Standard on Quality Control 1. Based on this, it maintains an integrated quality control system that includes policies and procedures for compliance with ethical principles, professional standards and relevant legal and regulatory requirements. We comply with the independence requirements and other ethical standards of the IFAC Code of Ethics for Professional Accountants of the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, impartiality, professional adequacy, confidentiality and professional conduct. In this context, the assurance team is independent from the Company and has not participated in the preparation of the Company's 2020 Corporate Responsibility Report.

Conclusion

We report the following conclusions based on the scope and the limitations of our engagement. Our conclusions are based on the procedures we carried out, as described in the "Work Conducted" section:

 Nothing has come to our attention that causes us to believe that the 2020 Corporate Responsibility Report does not meet the GRI Standards' requirements of the "In accordance Core" option. Nothing has come to our attention that causes us to believe that the Topic Specific Disclosures included in the 2020 Corporate Responsibility Report, as described in section "Scope", are materially misstated.

Athens, 26/11/2021

The Chartered Accountant

assam

Athina Moustaki

CPA (GR) Reg. No.28871



The best travel companion



