

Sustainable Development Report

2024



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Νέα Οδός
Κεντρική Οδός





Rodianos Antonakopoulos
CEO

For the 11th consecutive year, Nea Odos sets out its strategically planned path towards sustainable development in the pages of its Sustainable Development Report.

Our commitment to creating long-term value, combined with our continuous effort to track our **progress** against targets, has created a groundbreaking "road" to continuous improvement.

As a result, our motorways, beyond their technical excellence, are a **model for the implementation of environmentally friendly initiatives** and actions that contribute to the well-being of local communities.

Staying true to our commitments, we continue to communicate our progress on the strategic pillars of road safety, environmental protection, advanced customer-oriented services, human resources and our overall social contribution. By investing in each of these areas, we contribute indirectly to the development of the national economy.

In terms of our direct contribution, in 2024 our turnover amounted to **€172.7 million and we relied on 317 local and national suppliers, investing €160 million in their products and services.**

Undoubtedly, the most important aspect of our operation is the ongoing **improvement of road safety conditions**.

We have developed artificial intelligence and geolocation tools to monitor the motorway, and in 2024, our project was recognised at the International Road Federation Official Awards). It is worth noting that the company received a total of **22 awards** this year. We dedicated **190,089 hours to proper road maintenance** and embarked on a partnership with Mobito for real-time monitoring of pavement smoothness through multiple sensors on vehicles. We created **45 safe and secure parking places especially for trucks and their cargo in the areas around the Atalanti and Episkopiko Motorist Service Stations (MSSs)**.

Our approach remains customer-centred and human at the same time.

On the motorways under our responsibility, we recorded **45,641,616 vehicle passes** for 2024. We assess the quality of our services against the parameters that affect the experience of drivers and passengers. Indicatively, in 2024 there were 151,635 downloads of the MyOdos App for mobile devices, which was more than triple the rate in 2023. We invest strategically in innovation projects, digital transformation and equipment upgrades across our operations.

Our environmental strategy focuses on **climate change**, the **interaction between infrastructure and the natural environment** and the circular economy. Guided by the above, we implement targeted actions and initiatives. In 2024, we introduced on-site cold recycling of pavement as a circular economy best practice. Almost half (**47.5%**) of our fleet consists of purely **electric and hybrid vehicles**. We facilitate the movement of electric vehicles by providing modern charging infrastructure, so that the energy needs of the chargers we manage are covered exclusively by renewable energy sources. For example, we installed photovoltaic panels on the canopies of the parking spaces at our main buildings, with an estimated annual production of 55,000 KWh supplying 10 electric chargers. In order to maximise the use of solar energy, the total investment at the Malakassa MSS has exceeded €900,000, while the company's total environmental investments amount to €1.1 million.

For all of us working at Nea Odos, **mutual respect, inclusion, transparency and meritocracy** are commonly held benchmarks.

Our long-standing goal is to maintain a safe, pleasant and functional working environment for everyone. In 2024, we invested **€416,417 in the health and safety** of our employees and improved ergonomic conditions at our offices. Our employees gained knowledge and new skills after a total of 1,825 hours of training, while being actively encouraged to integrate sport into their daily lives.

We believe that the value of our work is reflected in local communities, their development and their interconnectedness. In terms of development, special mention should be made of the synergies focusing on road safety education, culture and sport, which we also implemented in 2024. By enhancing the interconnection, Nea Odos facilitated the movement of persons with disabilities and representatives of charitable organisations, offering 247,690 free toll passes for their vehicles. **In 2024, our total social product amounted to €114.2 million, while €959,146 was invested in targeted social actions.**

This Report is the result of a collective effort that provides the impetus for us to move forward.

My sincere thanks to all those who collaborated for the successful completion of this year's Report and contributed to the realistic record of every aspect of our activity.

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 our shareholders, driven by the commitment, expertise and knowledge of our people.

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.

Efficiency and effectiveness

Integrity

Responsibility
The strength
of our people

45

modern and secured **truck parking areas** in Atalanti and Episkopiko (SSTPAs)

241.831

toll-free passages for vehicles of persons with disabilities (PWD)

1.825

hours of training and skills development

17.271

new plantings of shrubs and trees

6.800

vehicles **towed**

22

awards for our work

648

students trained in road safety through "**Safe Cycling**"

104.150

incoming calls to the Emergency Call Center

508

employees

47,5%

of the corporate fleet is **hybrid** and 100% **electric vehicles**

45.641.615

toll passes

190.089

manhours for **road maintenance**

€159.660.834

to national and local **suppliers**

44

electric vehicle chargers on the road network

€59.790

in **sports activities** support actions

€114.264.900

Social Product

€416.417

for the **Health and Safety** of our employees

CH. 01

Who We Are



Nea Odos is responsible for the operation, maintenance and management of the **"Ionia Odos" Concession Project.**

The project, with a total length of 380 km and a total budget of €1.1 billion, concerns the creation of modern motorways of European standards, which contribute to the **development of the national economy** and improving accessibility to areas of high tourist and archaeological interest, while ensuring the protection of the environment and upgrading the quality of life of society as a whole.



Ionian Road

196km.

extending from Antirrio to Ioannina
(interchange with Egnatia Odos).

- 26 Bridges, with a total length of about 7 km
- 3 Operation and maintenance centres
- 19 Interchanges & semi-interchanges
- 8 Motorist Service Stations (MSSs)
- 4 Frontal toll stations
- 6 Two-way tunnels & Cut and Covers

A.T.H.E. Schimatari-Chalkida

11km.

- 14 Bridges
- 8 Motorist Service Stations (MSSs)
- 30 Interchanges & Semi-interchanges
- 2 Traffic Management Centres
- 3 Frontal toll stations
- 6 Two-way tunnels & Cut and Covers

A.T.H.E.

172km.

extending from the Metamorphosis interchange in Attica to Skarfs in Fthiotida.

Nea Odos operates by adopting policies and procedures that guarantee transparency, integrity and credibility.

The Corporate Governance system offers safeguards and ensures:

- Prudent supply chain management.
- Business resilience, transparency, business ethics and sustainability in all business activities.
- Safety and quality of infrastructure and services.
- Continuous growth as a result of innovation and strategic planning.

The organisational structure of Nea Odos has been designed with an **eye to the future** and the long-term success of the company.

Therefore, it includes a broad scope ranging from **the fulfilment of strategic objectives and the implementation of relevant policies** and actions to the strengthening of internal and external communication and building relationships of trust with partners and suppliers.

The Board of Directors is responsible for all decisions concerning the management of the company, the realisation of the company's purpose, the management of its assets and the formulation of its business strategy. The CEO is responsible for implementing the decisions of the Board of Directors and the company's business strategy. The impartiality and validity of decision-making are enhanced by the Board members' independent relationship with the company's activities.

In December 2024, the composition of the Board was:

Chairman of the Board / Non-executive member
Emmanouil Vralias

Vice Chairman of the Board / Non-executive member Emmanouil Moustakas

CEO / Executive member
Rodianos Antonakopoulos

Non-executive members

Alexandros-Iosif Alygizakis
Christos Zaribas
Andromachi Passalidou
Penelopi Lazaridou
Vaya Chouchourelou
Ioannis Economides

Women

30-50

50+

Members	<30	30-50	50+
3	-	1	2

Men

30-50

50+

Members	<30	30-50	50+
6	-	2	4

The annual financial statements for 2024 have been prepared in accordance with International Financial Reporting Standards and have been posted on the company's website

In 2024, fines imposed for instances of non-compliance with financial legislation amounted to €1,348.27.



neaodos.gr

Net Sales (31/12)	2024	2023	2022
Sector for the development of the Ionia Odos motorway - A.Th.E.	172.662,8	150.469	141.566,2
Sector for the construction of the Ionia Odos motorway	0	0	1.147
Total	172.662,8	150.469	142.713,2

*in thousand euros

Financial Data	2024	2023	2022
Net Sales	172.662,8	150.469	142.713,2
Other operating revenue	41.797	69.537,4	35.561
Revenue from financial investments	2.373,5	1.584,6	416
Total revenue	216.832,3	221.591	178.690,2
Operating costs	99.142,02	102.686	109.228
Employee wages and benefits	1.556,3	1.539,1	1.506
Payments to capital providers	49.408	44.229,67	34.139,8
Earnings - before tax	(18.472,3)	(14.617,2)	11.045
Earnings - after tax	(19.832,7)	(1.500,3)	20.670
Total payments to government bodies (taxes paid)	11.300	9.823,7	11.180,9
Company investments	542,5	2.069	1.359
Total capitalisation	403.912,5	397.628,9	417.504,8
Equity	296.335,2	276.305,9	259.293
Total liabilities	223.668,3	243.909,3	243.495
Total assets (in million euros)	520.003,5	520.215,2	502.787

*in thousand euros

2024	Total	A.Th.E	Ionian Road
Total passes	45.641.615	33.215.894	12.425.721
Total non-exempted passes at the Nea Odos tolls using the electronic toll collection system (ETC)	23.263.942	17.772.248	5.491.694
Percentage	51%	53,5%	44,2%

2023	Total	A.Th.E	Ionian Road
Total passes	44.227.561	31.671.248	12.556.313
Total non-exempted passes at the Nea Odos tolls using the electronic toll collection system (ETC)	20.538.467	15.722.727	4.815.740
Percentage	46,4%	49,6%	38,4%

2023	Total	A.Th.E	Ionian Road
Total passes	40.669.227	29.423.866	11.245.361
Total non-exempted passes at the Nea Odos tolls using the electronic toll collection system (ETC)	18.245.927	14.179.923	4.066.004
Percentage	44,9%	48,2%	36,2%

1.4. REGULATORY COMPLIANCE

Nea Odos strictly complies with national and European legislation and ensures that the company's employees are immediately informed of any legal and institutional amendment that affects their work.

As a result, in 2024:

- No corruption incident was recorded, nor was there any termination of any cooperation agreement due to a corruption-related offence.
- No incidence of non-compliance with the legislation or the regulations as regards driver safety was recorded.
- No incident of manipulation or non-compliance with applicable regulations in the areas of communication, marketing, advertising and sponsorships was recorded.
- No environmental degradation problems due to the operation and maintenance of motorways were ascertained.
- No incidents occurred that required payment of a fine.

The company has drafted and adopts a Code of Ethics and Conduct, which is communicated to all stakeholders and guides company-related decisions made by employees, subcontractors, suppliers and partners. The Code reflects the company's fundamental principles of cooperation and complies with national legislation, international regulations and conventions, as well as international quality and safety standards, thus enhancing integrity in the workplace.

Communicating the Importance of Compliance to Stakeholders

With the aim of providing comprehensive information to the company's employees and external partners, Nea Odos and Kentriki Odos designed printed educational material on issues related to Regulatory Compliance.

In an easy-to-understand manner, the training material presented:

- The concept of the regulatory framework and the importance of compliance.
- The Code of Ethics and Conduct.
- The Regulatory Compliance Team and its relationship to the GEK TERNA Group's Regulatory Compliance Unit.
- The procedure for reporting incidents of deviation from the Code of Ethics and Conduct guidelines.

Personal Data Protection

Any personal data collected by Nea Odos in the context of its operation is used only for the intended purpose. Based on the General Data Protection Regulation (GDPR) and the requirements of the "Closed Circuit Television Directive" of the Data Protection Authority, the collection, storage, management and processing of personal data is carried out securely.

The company's technical and organisational measures for personal data concern the prevention of accidental loss or destruction and unauthorised and/or illegal access, use, modification or disclosure of personal data.

With significant investments in appropriate technologies and procedures, the company is strengthening the resilience of its systems against malicious behaviour and/or cyberattacks. At the same time, special security protocols guarantee the integrity of electronic transactions, protecting both customers and the company.

Detailed information regarding security, processing of personal data and the rights of natural persons can be found at "Privacy Statement"

1.5. COMMITMENT TO ETHICAL OPERATION AND COMMUNICATION

Strengthening integrity and transparency in the work environment, Nea Odos has adopted the GEK TERNA Group's Human Rights Policy and the Code of Ethics and Conduct.

The Human Rights Policy describes in detail the respect for every human right directly or indirectly related to its work and its business relations. The Code is aligned with national legislation, international regulations and conventions, as well as international quality and safety standards, and reflects the fundamental principles that employees, subcontractors, suppliers, partners and all other stakeholders must adhere to. In addition, the company has drawn up and adopts a policy to prevent and deal with incidents of violence and harassment in the workplace, demonstrating zero tolerance to such incidents.

In compliance with the Greek Advertising and Communication Code of the Advertising Self-Regulation Council (SEE) and the rules of professional ethics and ethical conduct towards the citizen-customer, in communicating the services or sponsorship initiatives of Nea Odos, no incidents of non-compliance were recorded in 2024 regarding the communication of the company's services or sponsorship activities.

1.6. UNIFIED MANAGEMENT SYSTEM

The United Management System designed and implemented by Nea Odos is certified and inspected annually by independent accredited bodies.

ISO 22301:2019

Business Continuity Management System

ISO 37301:2021

Regulatory Compliance Management System

ISO 9001:2015

Quality Management System

ISO 45001:2018

Health & Safety Management System

ISO 14001:2015

Environmental Management System

ISO 39001:2012

Road Safety Management System

Nea Odos is the first concessionaire to focus on Business Continuity Management so it can guarantee the fastest return to normal operation in the event of serious and unforeseen emergencies, such as fire damage, extreme weather events, accidents, etc., as well as to prevent the interruption of critical services. ISO 22301:2019 certification is a commitment to the Business Continuity approach, with a focus on the safety of employees, users and infrastructure.

In addition, for the effective recognition and monitoring of the broader Regulatory Framework governing all its activities, the company has certified its Regulatory Compliance Management System according to the ISO 37301:2021 International standard. In addition, the operating company, which manages the patrol fleet, has been certified to the ISO 39001:2012 standard for the Road Safety Management System.

INTEGRATION INTO THE UNIFIED MANAGEMENT SYSTEM OF NEA ODOS - 2024

4

New Procedures were added

OPERATING COMPANY

9

New Procedures were Updated

5

New Procedures were Updated

6

New Procedures were Revised

1.7. PARTICIPATION IN OFFICIAL BODIES AND PUBLIC EVENTS

As an outwardly oriented organisation, Nea Odos actively participates in important Greek, European and international bodies

They focus on issues related to the company's activities, responsible entrepreneurship, and sustainable development. In this way, the company enhances synergies, shares best practices, and promotes dialogue. By sharing their knowledge and experience, the executives of Nea Odos actively participate in public discourse and express their views on matters concerning: Sustainable development and how motorways contribute to it. The promotion of road safety. The implementation of significant initiatives for local communities and the country.

HELLASTRON

HELLENIC ASSOCIATION OF TOLL ROAD NETWORKS and through it in the European and global organisations ASECAP, IBTTA & IRF

POADEP

HICS

Diazoma

I.O.A.S

"Panos Mylonas"

CSR Hellas

Public Appearances by Company Officers

International Transport Forum

Participation by Rodianos Antonakopoulos, CEO, with a presentation of the hybrid electric car charging station at the Malakassa "Sirios" Motorist Service Station (MSS).



Corporate Responsibility in Action

Speech by Georgina Kanavou, Head of the Public Relations, Marketing & Corporate Social Responsibility Department, on the "Sirios" Driver Education Park, the "Safe Cycling" programme and road safety.

12th CSR in Action

Law In Action

Participation of Alexandra Delli, Legal Advisor, on "Attiki Odos – The experience of transferring a Concession Project in operation".

2nd Law in Action

16th ASECAP Road Safety Conference

Presentation by Konstantinos Sideris, Maintenance Manager, titled "Motorway workers' safety under extreme weather conditions".



10th Meeting of Corporate Members of the "Diazoma" association

Speech by CEO Rodianos Antonakopoulos on the co-financing of the Study for the Completion of Cultural Routes Linking Archaeological Sites in the city of Arta.



Regional Growth Conference

Statement by Rodianos Antonakopoulos, CEO, on the importance of ESG and Sustainable Development criteria.



IRF World Congress

Presentation by Rodianos Antonakopoulos, CEO, on the hybrid photovoltaic park at the Malakassa "Sirios" MSS.



Innovation for enhanced resilience of interdependent Transport – Energy Systems, Lifelines & Assets

Participation of Asterios Simopoulos, Motorway Heavy Maintenance, Traffic Planning & Design Manager, on the impact of Storm Daniel on motorways.



Independent Greek and international bodies and organisations reward the **quality** of the company's work and the **impact** of its initiatives.



International Road Federation (IRF) Awards 2024 / Road Safety **Gold Award**

Harnessing Artificial Intelligence and geolocation technologies to enhance road safety. This is an important international distinction that highlights the innovative combination of technologies for early detection of incidents with a strong impact on road safety.



Mobility Awards 2024 / Motorways Customer Service / **Silver Award**

Modern, safe and secure truck parking areas (SSTPAs).



Mobility Awards 2024 / EV Charging Infrastructure **Gold Award**

Innovative hybrid electric vehicle charging station at Malakassa "Sirios" MSS.



Mobility Awards 2024 / **Motorway Company of the Year**

Overall activity



Mobility Awards 2024 / **Motorway Safety Gold Award / Safety Solutions Gold Award**

"Smart" cameras with AI technology at road interchanges.



Mobility Awards 2024 / **Hybrid Technology Solutions Gold Award**

Innovative hybrid electric vehicle charging station at Malakassa "Sirios" MSS



Mobility Awards 2024 / **Motorways Environmental Management Gold Award**

All environmentally friendly actions.



Green Brand Awards / **Green Passengers Transportation Service Gold Award**

Innovative hybrid electric vehicle charging station at Malakassa "Sirios" MSS.



Green Brand Awards / **Green Business Model Gold Award**

Innovative hybrid electric vehicle charging station at Malakassa "Sirios" MSS.



Green Brand Awards / **Green Holistic Approach Bronze award**



Green Brand Awards / **Green Holistic Approach Bronze award**



Green Brand Awards / **Green Business / Industry Process Silver Award**

Operation and maintenance of permanent air quality measurement stations.



Green Brand Awards / **Green Project Silver Award**

"Boosting Recycling Initiative" – complete recycling business model.



Hellenic Responsible Business Awards 2024 / **Energy Management Bronze award**



Green Brand Awards / **Green Project Silver Award**



Hellenic Responsible Business Awards 2024 / **Energy Management Bronze award**



Green Brand Awards / **Green Project Silver Award**



"Boosting Recycling Initiative" – complete recycling business model.



Environmental Awards 2024 / **Reducing Food Waste – Waste Management Gold Award / Circular Economy / Bronze award**

All actions related to the recycling of organic waste (composting).



Mobile & IoT Awards 2024 / **Transportation / Silver Award**

"Smart" cameras with AI technology at road interchanges



Environmental Awards 2024 / **Reduction of Generated Waste / Bronze award**

"Boosting Recycling Initiative" – complete recycling business model.



Health & Safety Awards 2024 / **Staff Training and Awareness Raising Silver Award**

Innovative training programmes for all employees.



Health & Safety Awards 2024 / **Road Safety and Occupational Road Risks / Bronze award**

"Smart" cameras with AI technology at road interchanges.



Mobile & IoT Awards 2024 / **IoT for Transport & Travel / Gold Award**

"Smart" energy management system

Sustainable Development Goals



TOPIC	GOAL 2024	PROGRESS 2024	GOAL 2025
Participation in Global Initiatives and Communication	<p>Commenced operation of 4 safe and secure truck parking areas</p> <p>Improving communication through digital channels and promotional campaigns</p>	The grand opening took place and they are fully operational	
Regulatory Compliance	Zero fines resulting from tax, labour and environmental inspections	Zero fines	Ongoing
Annual recertification	Annual recertification: ISO 9001	Completed	Annual recertification: ISO 9001
Business Continuity	<p>Annual recertification: ISO 22301</p> <p>At least 1 drill in each category:</p> <ul style="list-style-type: none"> ■ 1 evacuation drill ■ 1 IT drill (server crash) ■ 1 IT drill (teleworking) <p>100% implementation of the readiness and business continuity drills programme</p> <p>Implementation of business continuity training in the departments involved</p> <p>Continuous operation of motorways</p>	<p>Completed</p> <p>NO/KO: All (3) planned drills were completed</p> <p>Operator: 36 of the 44 planned drills were carried out (82%)</p> <p>NO/KO: 2 trainings Operator: 4 trainings</p> <p>The operation was interrupted for 121 hours through no fault of the Concessionaire or of an Officer as instructed by the public authorities</p>	<p>Annual recertification: ISO 22301</p> <p>At least 1 drill in each category:</p> <ul style="list-style-type: none"> ■ 1 evacuation drill ■ 1 IT drill (server crash) ■ 1 IT drill (teleworking) <p>100% implementation of the readiness and business continuity drills programme</p> <p>Implementation of business continuity training in the departments involved</p> <p>Zero downtime</p>

CH.

02

Our Approach to Sustainable Development



Sustainable development is a daily aspiration for Nea Odos

The issues that fall within the broad framework covered by **sustainable development** have been a major factor in shaping its strategy from the very first years of its operation.

As a result, the company strives for excellence in its work, while remaining accountable for its impact on the environment and society.

- Strategy for Sustainable Development
- Sustainable Development Management
- Consultation with Stakeholders



INFLOWS

Human Capital	508 employees €1.556 thousand in salaries and benefits €416.417 for the Health and Safety of our employees 43 new recruitments
Financial Capital	€563 thousand in company investments 45.641.615 toll passes €740.000+ investment for safe and secure truck parking areas
Industrial and Intellectual Capital	380 km. of modern motorways 24 company-owned snow ploughs and 98 contractor-owned snow ploughs 1.366 hours of employee training 69 privately owned vehicles 89 leased vehicles 8.086 hours of work to repair damage to road infrastructure 117 installed incident detection cameras with AI and geolocation functions
Social Capital	€114,2 million worth of social product We supported 184 suppliers from local communities Driver Training Park at Malakassa "Sirios" MSS €959.146. total investments in social actions
Natural Capital	€1.108.864,2 environmental protection investments 247 on-site environmental inspections Innovative energy management system

Value Creation

Our vision - Our Mission - Our Core Values Company activities and responsibility

OUTFLOWS

Human Capital	New digital education platform 24-hour Counselling Support Line 139 participants in Occupational Health and Safety trainings 64% employees from the region
Financial Capital	€216.8 million in total revenue €11.3 million to state bodies €160+ million to local and national suppliers
Industrial and Intellectual Capital	86,863 incoming calls to Customer Service 675 oversize loads of wind turbines travelled on the motorways 104,150 incoming calls to the Emergency Call Centre 45 safe and secure truck parking areas 6,661 vehicles towed 4,205,715 km covered by company patrol vehicles €18,651,884.10 in revenue through the MyOdos App for subscriber account feedback Company present at more than 8 conferences and events
Social Capital	247,690 toll-free passes for vehicles carrying persons with disabilities and for institutions €59,790 in sports activities support actions 648 students trained in road safety through "Safe Cycling" 31,060 audio guided tours of the Nea Odos through the digital "Tours" tool 4 voluntary blood drives
Natural Capital	72 EV charging points along motorways 75 hybrid and electric vehicles Road surface Cold In-Place Recycling that incorporates circular economy practices 81,190 kg of recycled waste 17,271 new plantings of shrubs and trees

Nea Odos is committed to creating long-term value and achieving positive environmental and social impact.

As an integral part of the company's mode of operation and its strategy, sustainable development guides decision-making on broader issues that interact with the company's activity. Such issues include the integration of motorways into the natural environment, accessibility, the provision of road safety services, high urbanisation, climate change, the integration of technology and innovation, and equitable economic and social development. The company's development strategy is people-centred and long-term, accountable to specific corporate indicators and targets and improving its performance.

Our framework is based on 4 pillars:

- Road safety and quality of service
- Human Resources
- Contribution to society
- Care for the environment

The Sustainable Development Report communicates the company's corporate strategy, future goals and performance to all stakeholders, providing extensive information on the social and environmental footprint of the company's activities.

Sustainable Development Pillars

Operations and Corporate Governance

- Governance and Operating Systems
- Strategy and Development
- Responsible Supply Chain

SDGs

8 9 11 16 17

Impact Scale

Large

Medium

Small

Being there for Drivers with Road Safety and Quality Services		ECONOMY	SOCIETY	ENVIRONMENT
Road Safety It is linked to the smooth operation of the motorway, the quality of construction and the efficient and safe management of traffic.	Driver safety			
	Structural maintenance and traffic management			
Innovation It refers to improving the quality of motorway products and services to better serve users through interoperability, fair tolls, and improved driver communication.	Technology			
	Suitability of signage			

Quality of Services/Response It refers to the overall development and promotion of the quality of the products and services offered by motorways, with the aim of facilitating users, including interoperability, fair tolls and better communication with drivers.	Interoperability	
	Toll prices	
	Contact with drivers	

Being there for the Environment	ECONOMY	SOCIETY	ENVIRONMENT
Climate Change It refers to reducing greenhouse gas emissions across all operations, infrastructure projects and supply chains, increasing the capacity of infrastructure to withstand, adapt and recover from climate change. It also includes actions that support cleaner and more sustainable forms of transport and improve accessibility for all.	Sustainable mobility		
	Reducing carbon emissions		
	Climate resilience and adaptation		
Interaction of Infrastructure and Physical Natural Environment It refers to actions and practices aimed at preserving and protecting existing natural ecosystems, restoring and revitalising them, minimising disturbances to the natural environment from infrastructure projects, maintaining air quality and reducing noise.	Protection of biodiversity		
	Noise and air quality management		
	Regeneration of the natural environment		
Circular Economy It refers to the strategies and practices implemented to optimally manage water consumption and waste disposal, as well as to maximise the utilisation and prolong the lifetime of resources within the organisation, with an emphasis on circularity.	Water Management		
	Waste Management		
	Efficient use of resources		

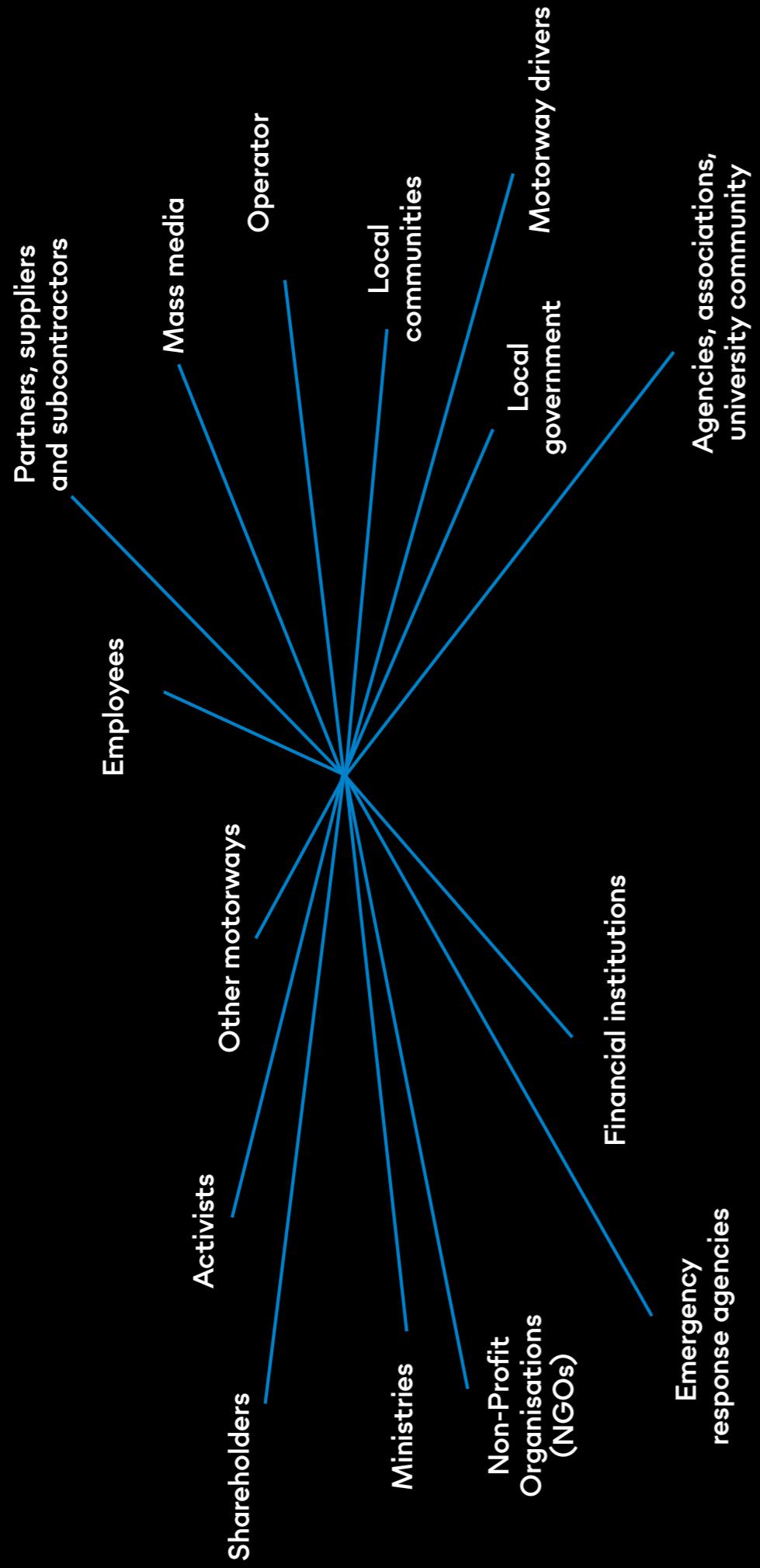
Being there for the Society		ECONOMY	SOCIETY	ENVIRONMENT
Education and Information on Road Safety Issues It refers to the company's investments aimed at promoting good driving behaviour and creating an educated and aware public of drivers and motorway users, through information and educational actions.	Education and Information on Road Safety Issues			
Changes in Local Communities This concerns the overall positive contribution to local economies and communities by the company's activities. It includes local investment, programmes, employment opportunities and financial contributions. It also refers to actions and initiatives to support and promote local traditions, tourism, gastronomy and culture.	Supporting local initiatives			
	Presence in the local community			
Social Solidarity It refers to Corporate Social Responsibility programmes and actions aimed at strengthening the social fabric, addressing local social inequalities and ensuring overall social cohesion.	Indirect economic effects of the operation of Nea Odos			
	Social solidarity			

Operations and Corporate Governance		ECONOMY	SOCIETY	ENVIRONMENT
Governance and Operating Systems It refers to the internal systems and management procedures, aiming at the proper and responsible operation of the company and the strengthening of transparency, policies and practices that ensure compliance with legislation and the corresponding certifications that guarantee quality and ensure business continuity.	Corruption and transparency			
	Ethical governance			
	Management systems			
	Regulatory compliance			
	Business Continuity			
	Personal data management			

Strategy and Development It refers to the existence of an integrated strategy and action plan regarding the company's position in the industry, financial performance, growth opportunities.	Financial performance of Nea Odos / Market presence	
Responsible Supply Chain It refers to the company's criteria for selecting suppliers and partners, such as quality, environmental compliance, certifications and human rights.	Supplier assessment (environmental and social)	

Being there for our People		ECONOMY	SOCIETY	ENVIRONMENT
Continuous employee development and talent utilisation It refers to human resources development, education and continuous training, enhancing their efficiency and systematic and fair performance evaluation. It also refers to the company's policy on promotion and talent development, including the provision of opportunities.	Developing and managing staff performance			
	Staff training and education			
Health, Safety and Well-being It refers to the overall well-being of employees, with priority given to their Health and Safety, work-life balance, job satisfaction and mental health.	Occupational Health and Safety			
	Well-being			
Modern Work Environment and Corporate Culture	Merit-based recruitment procedures			
	Equal opportunities and diversity			
	Combating discrimination in the workplace			
	Employment provision			
	Facilities			

In order to optimally manage stakeholder relations and to identify important issues, risks and opportunities in a timely manner, Nea Odos is in ongoing consultation with them.



An additional tool for dialogue and gauging stakeholder perceptions of sustainable development and the company's performance is the relevant survey conducted on an annual basis. The measurable results collected help the company to better understand the expectations of stakeholders and the role it has to play.

responses



904 **62,17%** **97,94%**

said they had read/been informed about the Nea Odos online scorecard "Sustainable Development at a Glance" and

said that they found available information they were looking for on the company's sustainability performance.

Did you find available information, either in our company's Sustainable Development Report or in its short version, "Sustainable Development at a Glance", on the issues that interested you about our company?

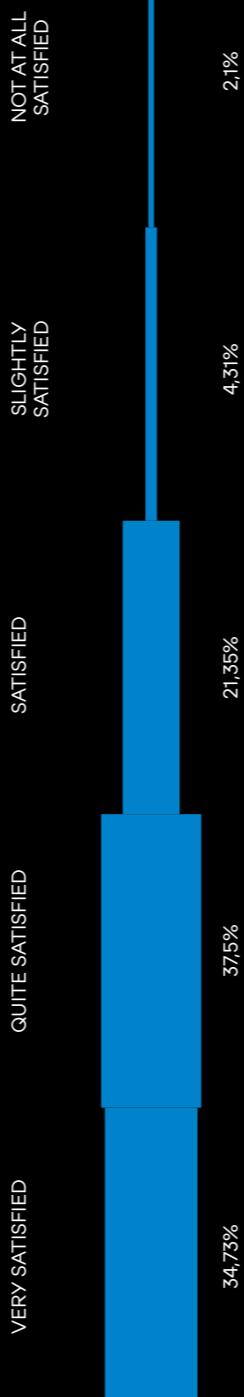
72,47% **25,47%** **2,06%**

Yes

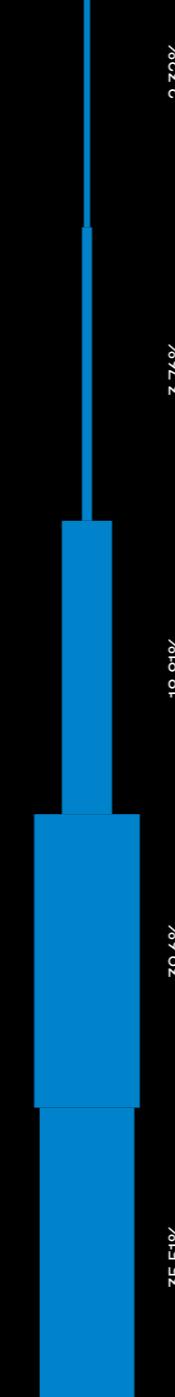
Partly

No

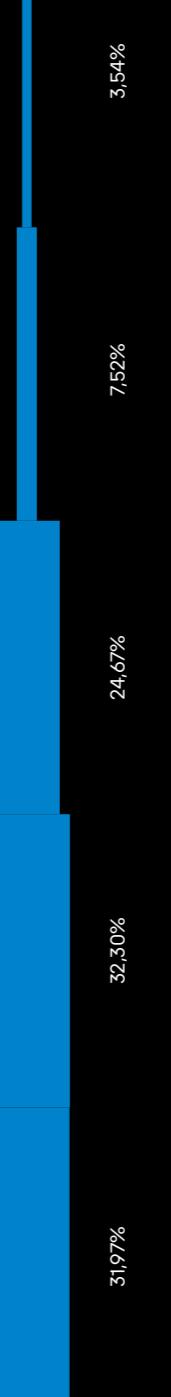
How satisfied are you with the company's performance in human resources management?



How satisfied are you with the company's performance in operations and corporate governance?



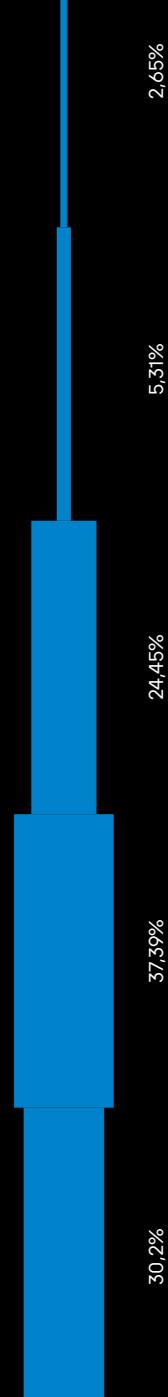
How satisfied are you with the company's performance on social responsibility issues?



How satisfied are you overall with the company's performance in terms of road safety and quality?



How satisfied are you with the company's environmental performance?



In 2024, Nea Odos redefined its material topics, taking into account communication with its stakeholders, the annual survey through the online CSR Scorecard platform, as well as a **new approach to its environmental strategy**.

METHODOLOGY FOR APPROACHING MATERIAL TOPICS

Redefining the topics with the strongest impact on the sectors in which the company operates, and determining their impact thresholds.

Assessment based on the significance of their impact on the company and their influence on stakeholder assessments and decisions. **Specific studies** and in-house workshops on climate change issues and the role of infrastructure.

Renewing the approach to environmental sustainability. Validation of the topics so that the content of the Report includes the company's significant **economic, environmental** and **social impacts**.

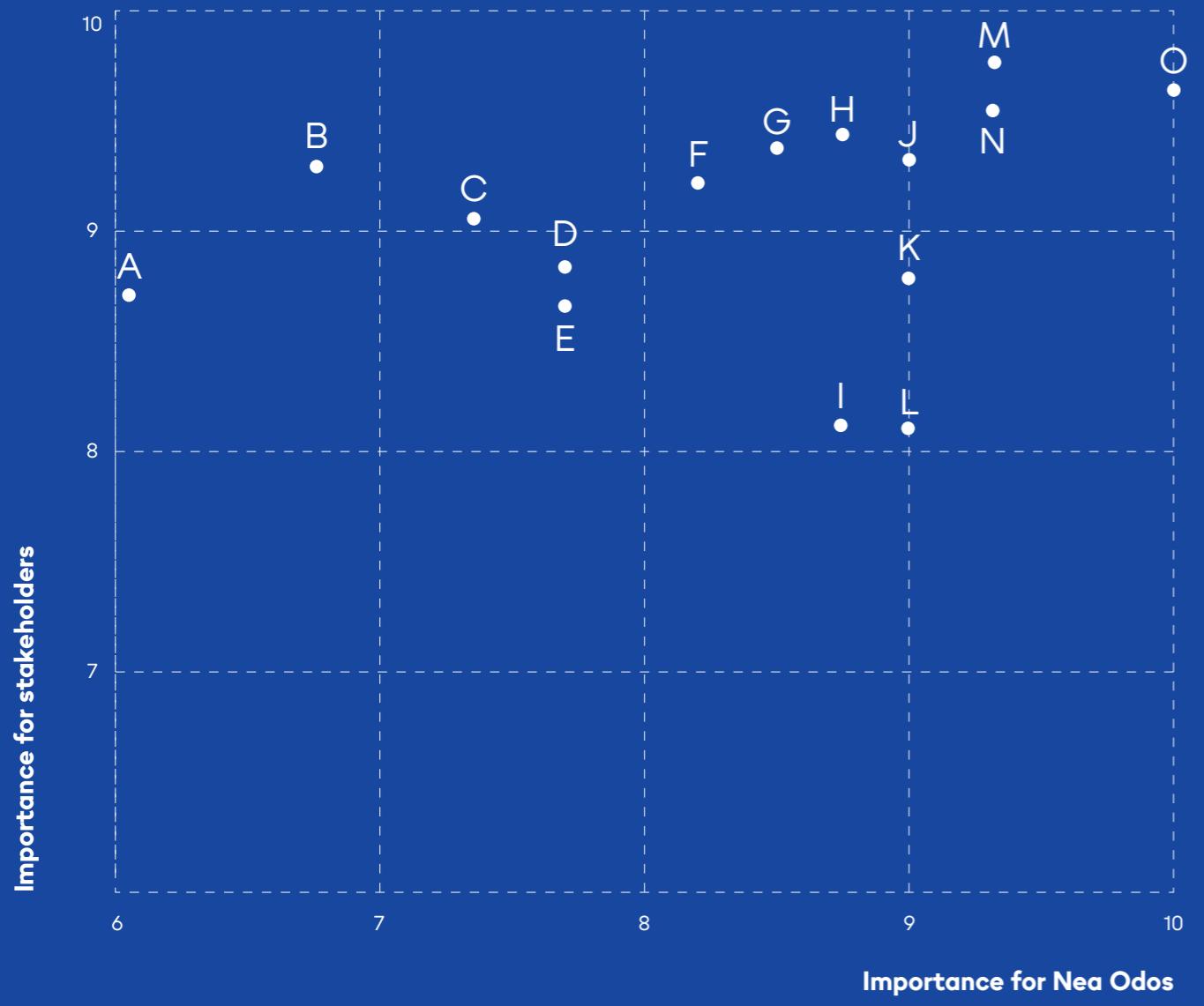
Consultation with all stakeholders. Seeking feedback through the **Sustainability Report** and the **CSR Scorecard**.

1

2

3

4



2.5. SUSTAINABLE DEVELOPMENT MANAGEMENT

€281.513

total of investments

- Strengthening our corporate strategy.
- Participation as members in national and international organisations.
- Participation in partnerships and collaborations.
- Communicating our actions and initiatives to our stakeholders and the general public.

Sustainable Development Management	2024	2023	2022
Corporate strategy	45.370	50.315	2.200
Participations and partnerships	43.010	43.050	37.750
Communication	193.133	187.015	97.304,50
Total	281.513	280.380	137.254,50

*in €)

Sustainable Development Team

The company has created an in-house Sustainable Development Team which consists of representatives from all divisions and who participate in integrating sustainable development issues and implementing actions:

- Preparation of the annual Sustainable Development Report.
- Collection, evaluation and quality assurance of collected data.
- Designing policies and procedures and informing employees.
- Recommendations to improve the culture of sustainable development, including training.
- Participation in the implementation of initiatives and actions.

The overall coordination and management of these issues has been undertaken by the Public Relations & Marketing Department

Sustainable Development Team



TOPIC	GOAL 2024	PROGRESS 2024	GOAL 2025
Consultation with stakeholders	<p>Implementation of a renewed sustainable development campaign for stakeholders</p> <p>Integration of the research results into the company's strategy</p> <p>Renewal of the CSR Scorecard platform</p> <p>Strengthening the corporate presence in digital media</p>	<p>Implemented with 904 responses</p> <p>Ongoing</p> <p>CSR Scorecard content updated</p> <p>Ongoing</p>	<p>Implementation of a campaign to stakeholders</p> <p>Ongoing</p> <p>Renewal of the CSR Scorecard platform</p> <p>Ongoing</p>
Employee training on corporate responsibility and sustainable development topics	Training on sustainable development issues		

CH.

03

**Being There For Drivers
with Road Safety and
Quality Services**



Road safety and the provision of services that help improve the driving experience are in Nea Odos' DNA.

With the use of innovative technologies and a sense of responsibility towards drivers and passengers, the company ensures the smooth operation of the motorways it operates, maintains and manages.

To this end, it implements a coherent and integrated framework of policies and procedures, both for day-to-day operations and for contingencies in the context of business continuity plans.

Nea Odos is fully aware of its role and contribution to the national economy and the protection of the environment, while it closely monitors developments in the broad field of service, in order to constantly upgrade and enrich its range of services.

- Infrastructure safety
- Provision of high-quality road safety services
- Prompt and effective incident management
- Customer-centred services for drivers and subscribers
- Interaction between infrastructure and drivers using advanced technological means
- Ability to choose toll payment method
- Responsible value chain and supply chain management

AT A GLANCE

104.150

incoming calls to the Emergency Call Centre

86.863

incoming calls to Customer Service

675

toll passes with wind turbine loads over the motorway

45.641.616

toll passes



To ensure the smooth operation of the motorways, Nea Odos implements a specially designed technical works programme that makes up the Road Infrastructure Management and Maintenance System.

This involves the systematic recording of infrastructure, monitoring of road surface behaviour, as well as the design of relevant interventions and the evaluation of their effectiveness. Nea Odos has designed and implements a wide-ranging preventive and corrective maintenance programme.

Preventive Maintenance

- Road surface damage restoration works
- Maintenance of median strips, greenery and all technical elements
- Motorway cleaning
- Maintenance of electromechanical installations, safety and protection equipment, irrigation and fire-fighting systems, etc.

Corrective Maintenance

- Road surface replacement
- Major interventions in technical works and buildings
- Investments in modernisation of all electromechanical installations and electronic equipment.

Total Manhours for Repairs of Road Infrastructure Damage

2024

8.086,19

hours A.Th.E.: 3.555,12 – Ionia Odos: 4.531,07

2023

8.834,94

hours A.Th.E.: 4.264,72 – Ionia Odos: 4.570,22

2022

3.170,27

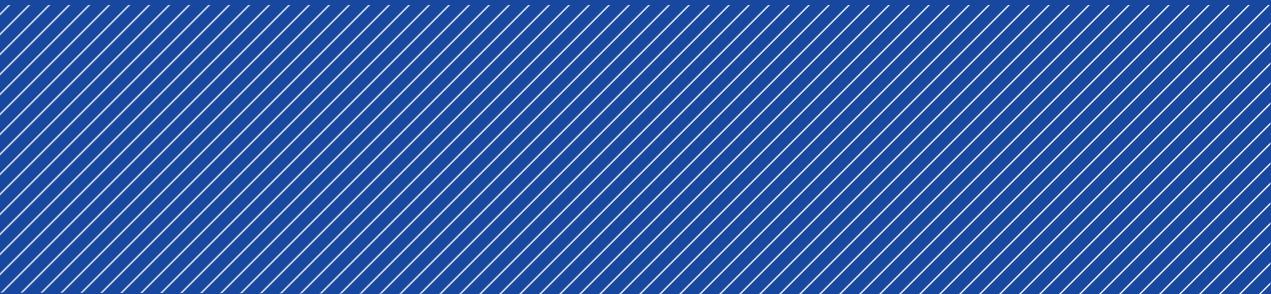
hours A.Th.E.: 1.425,88 – Ionia Odos: 1.744,40

A.Th.E

20.779,05m



2.391,59m
due to damage



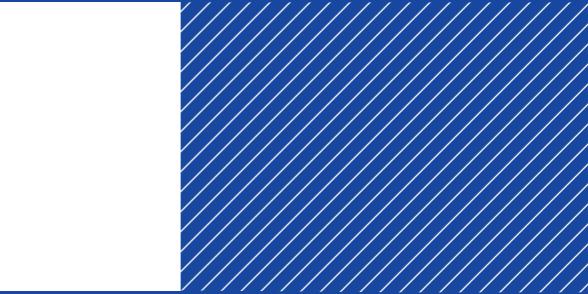
18.387,46
as part of upgrading

IONIA ODOΣ

2.839,30m



1.268,30m due to damage



1.571 as part of upgrading

SCHIMATARI-CHALKIDA

216m



due to damage

Nea Odos is undertaking **the restoration of road infrastructure**, while taking into account the results of road inspections, the observations of patrols and other specialised personnel, as well as the comments of drivers received through Customer Service.

ROAD INFRASTRUCTURE 2024

2.334

A.Th.E faults

1.207

Ionia Odos faults

ELECTROMECHANICAL AND IT EQUIPMENT

4.109

A.Th.E faults

3.454

Ionia Odos faults

In conjunction with the Road Infrastructure Management and Maintenance System, the Nea Odos technical department has designed a **Structural Integrity Monitoring Programme for Concrete Structures**. This is an integrated plan for regular inspections and systematic structural integrity interventions at 350 major technical sections, bridges and crossings.

25

inspection, repair and upgrading works of technical works on the A.Th.E. and Ionia Road

59km.

of motorway were paved

Total Manhours for Road Maintenance

2024

190.089,07

hours A.Th.E.: 116.160,12 – Ionia Odos: 73.928,95

2023

175.353,44

hours A.Th.E.: 100.232,13 – Ionia Odos: 75.121,31

2022

227.306,82

hours A.Th.E.: 152.188,58 – Ionia Odos: 75.118,24



The role of **conventional signs** and **Variable Message Signs (VMS)** is extremely important for informing every driver.

Both of these types of signage **enhance safe driving** and **contribute to the quality of the overall driving experience**. During the daily preventive technical inspections of motorways, the status of all signs (emergency, mobile, short/long term works and Variable Message Signs) is checked.

14.624,19
manhours of road infrastructure inspections

190.089,07
manhours of road maintenance

98km.

Line maintenance

Motorway Construction Inspections

In order to maintain the structural and functional adequacy of the motorway's steel structures, **Nea Odos** has designed and is implementing, in cooperation with the **National Technical University of Athens**, an extensive programme of detailed inspections.

These focus on toll station shelters, electronic signage overhead gantries and salt depots and aim to identify faults and assess their severity. For faster and more accurate monitoring of infrastructure status, drones are used to monitor motorways and the surrounding area.

During the inspections, a detailed record of the damage is made and any geometric deviations are identified. In addition, instrumental inspections are carried out, the thickness of the paint or galvanisation is measured, while checks are made on bolt tightness and weld strength. Then, the results are evaluated and the appropriate repair or reinforcement solutions are proposed, which are documented on the basis of technical-economic criteria. With road safety in mind, Nea Odos carries out the necessary maintenance work.



Total Manhours of Road Infrastructure Inspections

2024

14.624,19 hours

A.Th.E.: 34.857,77 – Ionia Odos: 9.766,42

2023

13.619,99 hours

A.Th.E.: 4.748,72 – Ionia Odos: 8.871,27

2022

15.659,16 hours

A.Th.E.: 8.417,31 – Ionia Odos: 7.241,85

Traffic Management Centres (TMCs) and Tunnel Traffic Management Centres (TTMCs)

Traffic Management Centres and Tunnel Traffic Management Centres are the **communication hubs** for both drivers facing an emergency and for the agencies with responsibilities related to road safety and traffic management. (Traffic Police, Fire Brigade, Ambulance, Civil Protection, etc.) They have **state-of-the-art equipment** that is systematically checked and upgraded, as well as highly trained employees who are on call 24 hours a day. Their role includes:

1. Processing of traffic data

2. Collecting, evaluating and processing of incident and traffic data information

3. Alerting Road Safety Patrols

4. Responding to emergency calls

5. Informing emergency services (Ambulance, Civil Protection, Traffic Police, etc.)

The work of the TMCs and TTMCs is complemented and supported by a range of specialised security services such as:

- Road Safety Patrols
- Free Roadside Assistance
- SOS phones all along the motorway
- The 4-digit emergency number 1075

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

Back-up TMCs and TTMCs
In the event of an emergency on the motorways, Nea Odos deploys an additional system of backup and "smart" TMCs and TTMCs.

They are staffed and activated immediately, thus ensuring business continuity and rapid incident management on motorways, and are set up as follows:

- Ionia Odos: 4 stand-by, unmanned TMCs in 4 tunnels
- A.Th.E.: 2 stand-by, unmanned substation buildings in the Agios Konstantinos tunnels. In case of emergency, the TMCs in the Agios Konstantinos tunnels can also serve as a backup for the Sofades TMC on the E65 motorway.

Road Safety Patrols
Specially trained road safety workers patrol the motorways 24 hours a day-365 days a year in specially equipped emergency response vehicles, known as Road Safety Patrols.

Their work focuses on:

- Rapid intervention patrols and emergency signalling.
- Incident detection and management.
- Providing assistance to immobilised vehicles and transporting them to a safe place.
- Removing objects from the roadway.
- Informing government emergency services.
- Inspecting damage to infrastructure and equipment.
- Providing auxiliary escort of oversize vehicles if necessary.
- Escorting vehicles carrying hazardous cargo when passing through tunnels.
- Anticipating risks for drivers.

Working conscientiously, the company's road safety patrols respond immediately to any emergency. Each vehicle in the Road Safety Patrol fleet has a unique Enterprise Resource Planning (ERP) record, in which maintenance and technical tasks are recorded, based on the manufacturer's specifications.

Long committed to maximising road safety, Nea Odos and Kentriki Odos use new **technologies** to create safe driving conditions and enhance the driving experience.

Reduction of road accidents

Limiting the impact of accidents

Prevention of secondary accidents

Nea Odos and Kentriki Odos have designed and implemented an **integrated monitoring, management and incident reporting system** based on the use of Artificial Intelligence (AI) and geolocation technologies.



This innovative system was recognised internationally and in 2024, the company was honoured with the **"Road Safety"** award as part of the **International Road Federation (IRF) Official Awards**.

To detect unexpected traffic at motorway interchanges, Nea Odos installed **fixed cameras with AI software** which were integrated into the existing Close Circuit Television (CCTV) system. This facilitates the timely identification of incidents that could have a serious impact on road safety and need special management, such as:

- Animals moving on and along motorways.
- Pedestrians crossing ramps.
- Vehicles entering the motorway against oncoming traffic and stopped vehicles.

In these cases, workers at **Traffic Management Centres** receive an audible alert (alarm), a short clip of the detection and a presentation of the current image allowing them to assess the incident so they can:

- Ensure that an informational warning message is displayed on the electronic VMS signs.
- Through geolocation technology (virtual VMS application), send a warning message that appears as a push notification in the mobile app (MyOdos) of users within a 10 km radius of the incident site.
- Inform the nearest road safety patrol, the nearest Toll Stations and the relevant Motorway Traffic Police.

The combined use of cameras that operate using **AI** and **geolocation technology** to enhance road safety is being implemented for the first time in Greece.

Particularly regarding accidents related to the entry of animals on the motorways within the companies' remit, **188 accidents were recorded in 2019 and 107 in 2024**. To prevent animals from entering the motorway, sound repellent devices that are 100% solar powered were also installed at each ramp.

These devices have a motion sensor and emit ultrasonic sound waves which, without posing a danger to animals, drives them away from the ramp. In addition to the above, work was carried out to reinforce the fencing in places where large animals were observed entering.

117

cameras with AI functions have been installed on ramps on the Nea Odos and Kentriki Odos

123,7 km

length of fencing has been reinforced at points

622

sound repellent devices

83

installed and fully operational cameras within the Nea Odos network by the end of 2024

Awards for Innovation

- Gold "Road Safety" award at the International Road Federation (IRF) – Official Awards 2024.
- Gold awards in the "Motorway Safety" and "Safety Solutions" categories at the Mobility Awards 2024 for smart cameras with AI technology at road interchanges.
- Silver award in the "Transportation" category at the Mobile & IoT Awards 2024 for the "smart" AI incident detection cameras.
- Bronze award in the category "Road Safety and Occupational Road Risks" at the Health & Safety Awards 2024 for "smart" incident detection cameras.

Aiming to achieve optimal maintenance of their infrastructures, Nea Odos and Kentriki Odos collaborated with Mobito,

for the continuous and real-time monitoring of the smoothness of the road surface, exceeding the contractual obligation to measure the roughness every 4 years. Mobito's Business Intelligence tool "Road Health" covers the entire length of the A.Th.E. motorway and the 11 km-long connecting branch between Schimatari and Chalkida, which is operated, maintained and managed by Nea Odos and Kentriki Odos.

The collection of data on the condition of the road surface facilitates proper road maintenance, as damage is detected and targeted interventions are carried out quickly, thus saving money and increasing efficiency. In addition, this facilitates the smooth flow of vehicle traffic, while maximising road safety and reducing pollutants.

This partnership prioritises the best possible experience for those who travel along the motorways and was presented with a gold award in the category "B2B Partnership" at the Hellenic Responsible Business Awards 2024.

PARTICIPATION IN THE HELLASTRON ROAD SAFETY WEEK CAMPAIGN

In 2024, the International Motor Transport Association (IBTTA) established for the first time the institution of a recurring simultaneous global road safety campaign,

with the participation of other international bodies (European Association of Operators of Toll Road Infrastructures – ASECAP, International Road Federation IRF, the PIARC World Road Association, Project EDWARD – Every Day Without A Road Death of the European Union, etc.). The campaign for Greece was organised by HELLASTRON, the collective body of modern motorways and toll infrastructures operating in Greece, with the active participation of Nea Odos and Kentriki Odos.

The campaign focused on the importance of road safety and the multi-level awareness-raising of everyone (drivers, passengers, motorway workers, partner organisations, etc.). Its main thematic axes were:

- The Pan-European Day for the Protection of Motorway Workers (June 20th). Those working in the field include mainly road safety patrol vehicle crews, work teams responsible for the maintenance and operation of the infrastructure, as well as employees of the competent bodies involved.
- The promotion of best practices of driving behaviour (checking the vehicle before moving, the use of seat belts, helmets, child seats, concentration and well-being of the driver while driving, respecting speed limits and safe distances, complying with instructions depending on conditions and weather conditions) with the message "Together, we make the road safe".

CCTV Traffic Surveillance Cameras	A.Th.E.	Ionia Odos	Schimatari -Chalkida
Open-air CCTV cameras	150	139	8
Tunnel CCTV cameras	134	150	-

Nea Odos intervenes immediately to ensure the smooth flow of vehicles and, in cooperation with the Motorway Traffic Police, is always on standby to avoid any issues or accidents.

Nea Odos operates a Business Continuity Management System certified to the ISO 22301:2019 standard.

Company employees are on standby to manage traffic incidents related to:

- Severe weather events and extraordinary events as a result of climate change.
- "Green" transition and increased transport of special loads (e.g. wind turbine parts).
- Special drills carried out at regular intervals.
- Conducting races.
- Protest marches.

2024 — 35.804

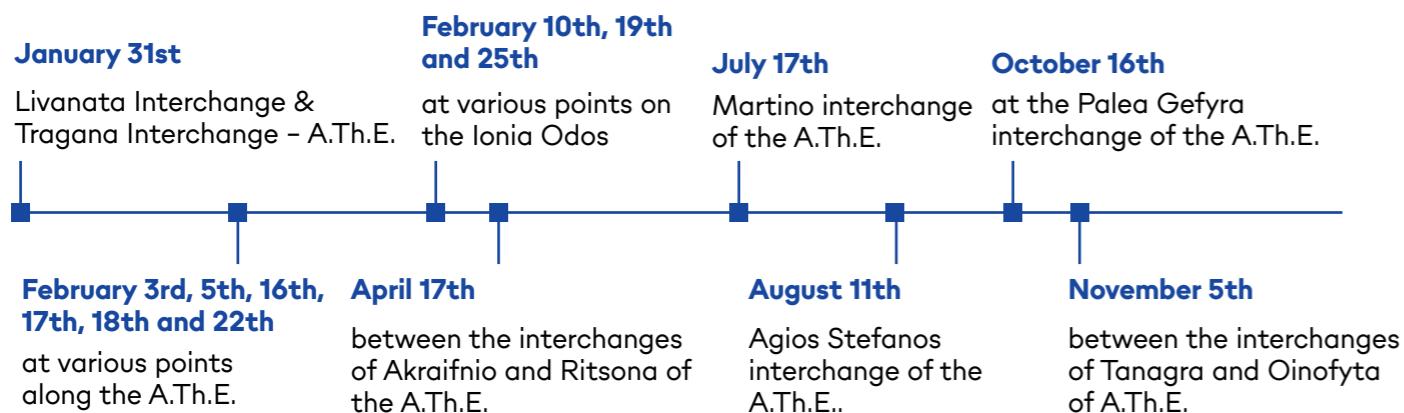
2023 — 35.595

2022 — 35.531

Traffic Arrangements

Due to agricultural mobilisations and other protests that affected the flow of traffic, in cooperation with the Traffic Police, **traffic regulations of limited duration** were implemented

It is worth noting that in February 2024, in view of the mass movement of rural vehicles towards Athens, an internal action plan was developed and patrols were strengthened, in constant cooperation with the Traffic Police.



Traffic regulations are also required for the passage of oversized vehicles

TOTAL NUMBER OF OVERSIZE VEHICLES AND SPECIAL CARGO/WIND TURBINE TRUCKS TRAVELLING ON THE MOTORWAY

669 A.Th.E.

IONIA ODOS

6

Operational Readiness

The Nea Odos structures and operating mechanism are put in a **state of high readiness** in cases of difficult weather conditions.

Difficult conditions such as rainfall or hail, low and high temperatures and fire risk, but also in any case that the forecasts of the National Meteorological Service (EMY) and Ministry of Civil Protection require. Through appropriate preparation, prompt interventions and instructions from the coordination teams, all necessary measures are taken to ensure smooth traffic flow and user safety, thus preventing hazardous incidents and serious traffic problems.

The company planned and implemented the following preparedness drills:

November 5th 2024

Drill called "Martino-Malessina 2024", on the A.Th.E. motorway.

November 25th 2024

Drill from the Terovo Interchange to the Filippiada interchange, in the direction towards Antirrio on Ionia Odos.

November 12th 2024

Drill with two-way traffic diversion from the Achinos-Karavomilos semi-interchange to the Agia Marina interchange on the A.Th.E. motorway.

November 26th 2024

Drill called "Agios Stefanos 2024" on the A.Th.E. motorway.

ACTIVATION OF HIGH PREPAREDNESS MECHANISM

18 A.Th.E.

20 Ionia Odos

Vehicles Towed	2024	2023	2022
A.Th.E.	4.418	4.363	4.576
Ionia Odos	2.243	2.188	2.094
Schimatari-Chalkida	139	138	-

Average Nea Odos Response Time per Type of Incident (in minutes)	2024	2023	2022
Accident - Collision	10,9	10,1	9,2
Vehicle with breakdown	8,3	7,6	6,9
Abandoned vehicle	6,4	4,2	4,8
Obstacle - Spill - Moving Hazard	8,6	8	6,8
Other event	8,8	7,1	3,7

Average Response Time per Assistance Agency (in minutes)	2024	2023	2022
Nea Odos	8,5	7,7	6,7
Fire Department	9,9	10,1	7,5
Vehicle roadside assistance	30,5	29,8	28,4
Ambulance service	14,6	17,7	19,0
Traffic Police	30,8	30,2	22,2
Roadside assistance for heavy vehicles	53,0	46,2	5,0

MANAGEMENT OF IMMOBILISED VEHICLES

2024

13.442 **7.375** **581**
A.Th.E Ionia Odos Schimatari-Chalkida

2024

13.600 **7.694** **516**
A.Th.E Ionia Odos Schimatari-Chalkida

2024

12.914 **7.706** **537**
A.Th.E Ionia Odos Schimatari-Chalkida

Extreme Weather Response and Winter Maintenance

In order to adequately prepare the motorways against extreme weather events, such as heavy snowfall or frost on the road surface, Nea Odos implements a **winter maintenance programme** in accordance with strict best practices.

The winter maintenance programme is carried out through the Snow Removal Centres, which are located at selected points along the A.Th.E. (Varibobi, Markopoulo, Schimatari, Thiva, Akraifinia, Martino, Tragana, Latomio) and the Ionia Odos motorway (Mesologgi, Amfilochia, Filippiada, Terovo and Episkopiko).

In view of extreme weather events, the company is implementing a special plan that focuses on:

- Preparedness to deal with extraordinary weather events with continuous monitoring of weather conditions and measurements from weather stations.
- Coordination with competent bodies and requesting their assistance where necessary.
- Mobilising road safety patrols and implementing the established procedure.
- Inspecting infrastructure and equipment after weather events have passed.
- Ongoing information and support for drivers and employees.

Meanwhile, Nea Odos ensures the following throughout the year:

- Procurement of sufficient quantities of salt for the entire length of each motorway.
- Proper operation of refuelling stations at appropriate locations.
- Efficient placement of snow ploughs.
- Clearance of manholes and drainage infrastructure.
- Improving the reflectivity of horizontal and vertical markings.
- Carrying out preparedness drills involving all rapid response agencies.
- Strengthened cooperation amongst all stakeholders.

For immediate and effective response to emergencies, the company, in cooperation with the Athens Observatory, has developed a weather forecasting platform for the motorways under its responsibility.

Training of Hellenic Red Cross Volunteers

In order to deal with extraordinary weather phenomena on the motorway, Nea Odos for the last few years has been cooperating and training the "Samaritans-Rescue" volunteers of the Athens chapter of the Hellenic Red Cross.

In 2024, Nea Odos officials briefed volunteers about the operational interventions of the company's crews in case of snowfall and stranded vehicles on the motorway, as well as about the storage points for emergency supplies. Subsequently, training activities on emergency incident management were carried out, which were completed with instructions on the use of snow chains on vehicles (cars, trucks, buses) and the transport of sledges with essential items.

A.Th.E.

2024

16

snow ploughs owned by the company

74

snow removal vehicles owned by the contractor

11.525

manhours of snow removal

IONIA ODOS

2024

6

snow ploughs owned by the company

22

snow removal vehicles owned by the contractor

2.530

manhours of snow removal

SCHIMATARI-CHALKIDA

2024

2

snow ploughs owned by the company

2

snow removal vehicles owned by the contractor

Emergency Number

1075

646 SOS phones have been placed along the motorway, in **tunnels** and **temporary parking areas** to facilitate direct communication with the TMC and TTMC, free of charge

A.Th.E.: 384 – Ionia Odos: 262

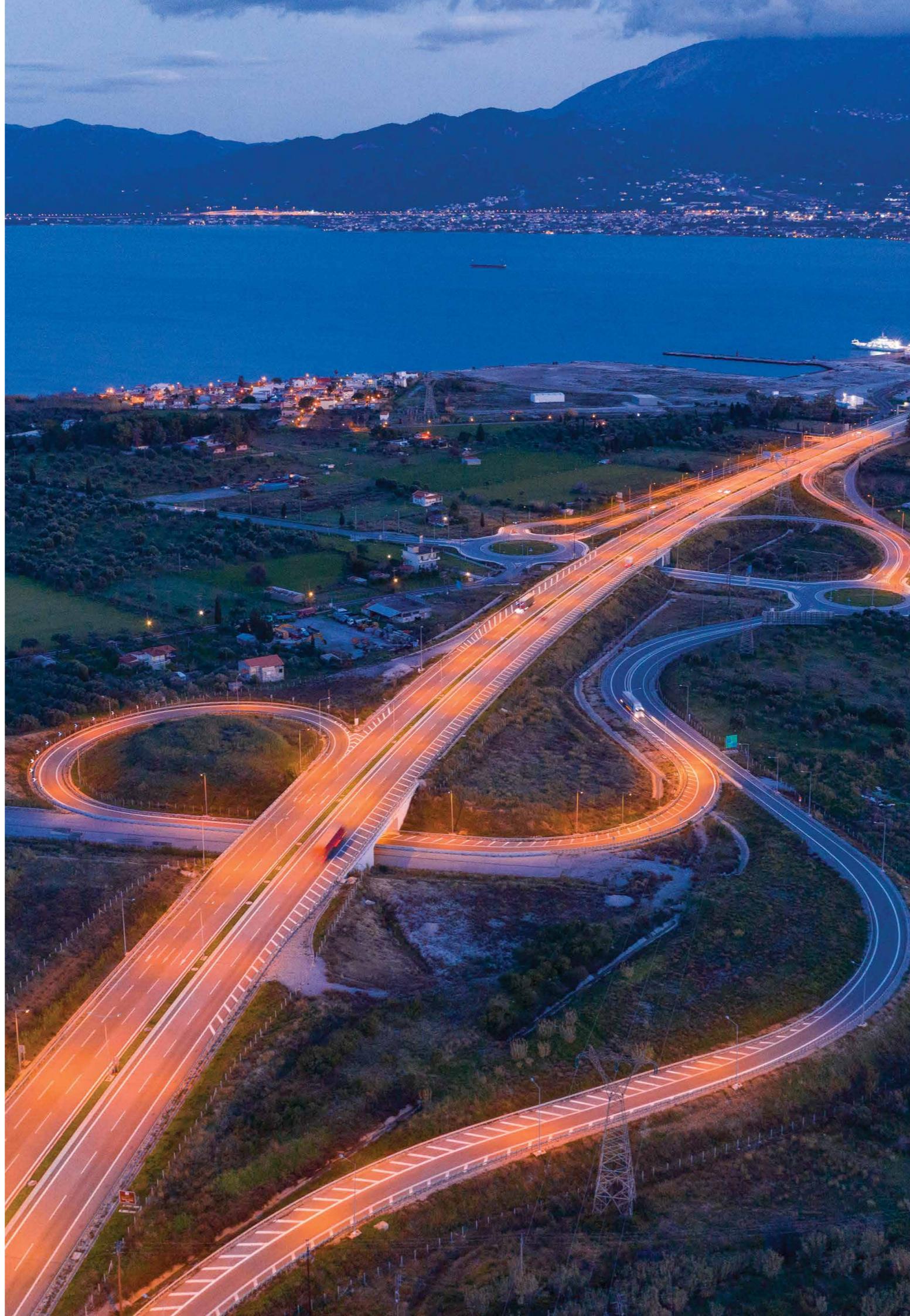
Emergency Call Centre Operation Data	2024	2023	2022
Number of incoming calls	104.150	112.576	102.207
Number of calls answered	103.895	111.819	101.782
Percentage of calls answered	99,8%	99,33%	99,58%
Average call duration (in seconds)	43,65	42,65	42,64

EMERGENCY CALL CENTRE TOPICS 2024

Safety 1,9%
Traffic 33,3%
Maintenance 32,7%
Patrols 24,4%
Other 7,7%

By **prioritising the needs** of drivers, Nea Odos **designs its infrastructure** and its overall operation within a **framework of trust, transparency and honesty.**

This people-centred service model becomes the starting point for **strategic investments** in new services, digital transformation of processes and 2; equipment upgrades across the entire range of its activities. These investments aim to further **improve** the quality and efficiency of the services provided.



MyOdos

The "all-in-one" MyOdos motorway app is a digital tool to assist drivers and communicates the optimal route, points of interest and transit costs of every motorway in Greece to all drivers, even if they are not subscribers of the Nea Odos Fast Pass electronic toll payment service.

THE MyOdos APP OFFERS

1. Fully updated information on traffic conditions on the Ionia Odos and A.Th.E. motorways.
2. Detailed maps with all the points of interest (Motorist Service Stations, parking areas, interchanges, exits, etc.) on these motorways.
3. A tool for calculating the best route and toll costs on all motorways in the country.
4. Direct connection to the 1075 emergency hotline as well as to the Customer Service hotline at the touch of a button
5. Option to subscribe to Nea Odos Fast Pass and to obtain the e-transponder for free via courier service
6. Full account control and top-up option for Kentriki Odos Fast Pass subscribers.



Through the <https://www.myodos.gr/> link, visitors can get the MyOdos app and/or learn about all the services it offers.

€18.651.884,10

Total amount of Top Up Accounts

151.635

Nea Odos and Kentriki Odos Fast Pass at the end of 2024

468.364

Number of Top Up

Tolls

As regards toll fees, under Greek law, the Concession Agreement stipulates that Nea Odos does not have the right to adjust the toll fee unilaterally, without the prior approval of the State. The Nea Odos **Fast Pass** **electronic toll payment service** makes it easier for drivers, offering subscription and discount schemes, as well as interoperability with the toll pass systems of other motorways.

TOLL PASSES BY VEHICLE CATEGORY

386.914

Category 1

36.967.037

Category 2

3.642.852

Category 3

4.644.813

Category 4

Subscription and Discount Plans



In 2024, two new Fast Pass Smart discount programmes were introduced to better meet the needs of all drivers using our motorway network.

From the first toll pass and without any restriction on the time and frequency of the toll pass, it offers a 10% discount to passenger car drivers and a 5% discount to drivers of category 3 and 4 vehicles. These two programmes offer a fixed discount for each toll pass, from each station of the motorway network managed by Nea Odos, combining reduced costs with the convenience, speed and comfort of electronic toll passes.



NEA ODOS INVESTMENT IN SUBSCRIPTION PLANS 2024 (IN €)

10.229,74

Fast Pass Nea Odos **Smart 5%**

127.015,29

Fast Pass Nea Odos **Smart 10%**

2.772,69

Fast Pass Nea Odos **DrivEV Green**

190.247,91

Fast Pass Nea Odos **Frequent Local**

716.521,15

Fast Pass Nέα Οδός **Frequent All 2**

Fast Pass Nea Odos DrivEV Green
In support of electromobility, in 2024 Nea Odos designed a special subscription package called "Fast Pass Nea Odos DrivEV Green". This service offers a 20% discount on the toll price for electric cars at all toll stations on the motorways under its responsibility. New Fast Pass Point of Sale at Malakassa "Sirios" MSS.

An additional Fast Pass transponder service and distribution point began operating in 2024 inside the Malakassa "Sirios" MSS, making it easier for drivers.

224.780,07

Fast Pass Nea Odos **Frequent All 3 & 4**

3.535.980,89

Fast Pass **Oropos**

37.826,73

Fast Pass **Tragana**

226.061,49

Plan for permanent residents of the communities of **Akraifnio, Kokkino and Kastro of the Municipality of Orchomenos**

Evolution of Fast Pass Nea Odos Subscribers and Transponders	2024	2023	2022
Number of open accounts at the end of each month (average)	146.703	133.148	121.192
Total number of active transponders at the end of each month (average)	157.509	142.870	131.764

Cooperation between Nea Odos and Interamerican for the benefit of Fast Pass Subscribers

Making it even easier for drivers, Nea Odos, Kentriki Odos and the Interamerican Group strengthen their long-standing cooperation by offering significant benefits to Fast Pass transponder holders.

Fast Pass holders who choose to insure their vehicle with Anytime receive a €20 refund on their transponder for the first year and an additional €20 for the second year of insurance. This offer makes car insurance fast, easy and affordable for Nea Odos and Kentriki Odos Fast Pass customers.

This initiative extends Interamerican's strategic partnership with Nea Odos and Kentriki Odos, as free roadside assistance to more than 5,000 stranded vehicles annually and their transport to safety is provided by Nea Odos and Kentriki Odos through Interamerican for all of the motorways under their responsibility.

On a 24-hour basis, people travelling through the Nea Odos motorways can visit the MSSs and take advantage of the dining, refuelling and fast charging services for electric vehicles that are available. The facilities include restaurants and fast food outlets, mini-markets, bookstores, ATMs and coffee shops which are harmoniously integrated into the environment and meet the requirements of the Energy Performance of Buildings Directive.

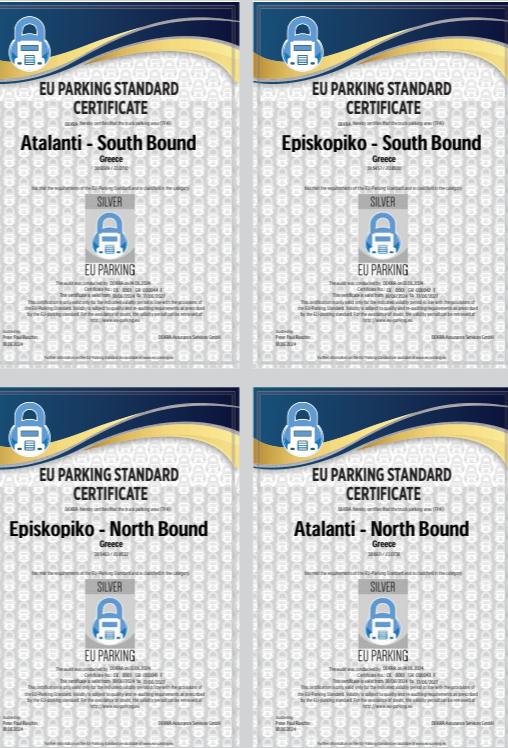
- With the motto "Go Green" and the strategic objective of continuously reducing greenhouse gas emissions generated by the company's operation, Nea Odos has invested in creating electric charging infrastructure throughout its network. In fact, Ionia Odos is the first motorway in the country that, since 2018, has provided a comprehensive service to electric vehicle drivers, with fast chargers almost every 30 km.
- At the same time, 30 chargers with 45 charging points are in operation in the section of the A.Th.E managed by Nea Odos.

Motorist Service Stations (MSSs)

45 Safe and Secure Truck Parking Spaces in Atalanti and Episkopiko



Certifications (Safe and Secure Truck Parking Areas - SSTPAs)



With road safety as a strategic objective and daily priority, Nea Odos inaugurated 4 modern Safe and Secure Truck Parking Areas (SSTPAs) in the areas around the Atalanti MSS (part of A.Th.E.) and Episkopiko MSS (Ionia Odos).

Advanced parking services for professional drivers include the design and operation of 2 areas on either side of the motorway with a total capacity of 24 spaces at the Atalanti MSS and 2 area with a total capacity of 21 spaces at the Episkopiko MSS. The total investment exceeded €3.3 million and the Nea Odos participation amounted to 23%.

The services offered in these areas include:

- Fencing around the surrounding area.
- Supervision by trained staff 24/7.
- Lighting.
- Controlled vehicle entry with barriers and number plate scanning via CCTV.
- Emergency contact telephone number.
- Procedure for reporting an incident to traffic/police.
- Enclosed rest area with air conditioning.
- Changing rooms with toilets and showers.
- Snacks and refreshments available 24/7.
- Controlled access to the premises via turnstile and QR reader.
- Guarded by certified personnel.
- Refrigerator truck charging.

The 4 truck parking areas are Silver certified based on the European Union Study on Safe and Secure Parking Places for Trucks (MOVE/C1/2017-500). Access to the station facilities is controlled and requires obtaining a ticket from an automatic machine and by booking through the special "E-Service Platform". For the whole of 2024, access to the SSTPAs was free of charge, maximising safety, both for truck drivers, who daily travel long distances and are subject to mandatory rest rules, and for their vehicles and their cargo.

At a future stage, the number of sites is expected to be increased, along with building electrical charging infrastructure and providing long-term leasing services.

Communication with Drivers

The communication channels available to Nea Odos ensure **two-way communication** with drivers and the **smooth operation** of the company while offering:

- Information for drivers about motorway management and operational issues.
- Recording of all suggestions, comments and proposals from drivers, road users, residents of neighbouring areas and all stakeholders
- Identification of any omissions, resolution of issues and ongoing oversight



Customer Service email:
customercare@neados.gr



Customer Service Points
on the A.Th.E. and Ionia Odos
motorways



Opinion survey
24 months



Tel. Customer Service:
+30 22950 26900 (A.Th.E.)
+30 2641 306 306 (Ionia Odos)



neaodos.gr



MyOdos
application

Afidnes: Informing Drivers While Waiting for Toll Payment

For the first time on a Greek motorway, Nea Odos has implemented a pilot project with the installation of screens for displaying road safety messages and incident information for drivers at the toll booths with a collector at the Afidnes Frontal Toll Station. As a result, drivers will be immediately informed of any incidents along the route, road safety tips, weather conditions, discount schemes, etc., as they pay the toll.

Telephone and Written Service

Our highly trained Customer Service call centre employees, available 365 days a year, offer guidance and solutions for all safety and operational issues that drivers and subscribers may encounter.

Telephone Customer Service

	2024			2023			2022		
	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos
Number of incoming calls	86.863	58.372	28.491	81.010	62.831	18.179	106.944	60.098	46.846
Number of calls answered	69.440	46.741	22.699	70.057	54.039	16.018	71.532	29.215	42.317
Percentage of calls answered	83,2%	81,9%	84,5%	86,48%	86,01%	88,11%	68,5%	50,0%	91,9%
Total number of telephone complaints		3.248			2.611			2.138	
Number of calls with requests/questions about noise barriers		2			1			3	

Of the **86,863 calls** handled by the Customer Service Department in 2024, only **3,248** (3.7%) concerned complaints (3.2% in 2023).

86.863 calls

3,7% complaints

In 2024, the company received, managed and **resolved a total of 3,924 complaints** which, in accordance with our policies, are classified into 9 main categories:

AGGREGATED ANALYSIS OF COMPLAINT TOPICS

2.768 Toll operation	126 Requests for compensation	81 Other
571 Traffic and safety	55 Commercial policy	56 Signs
200 Interoperability	43 Negative comments	24 User requests
81 Other	3.924 Total	

AGGREGATED ANALYSIS OF REQUESTS (%)

Safety 0,8%
Traffic 1,5%
Maintenance 0,4%
Toll operation 4,4%
Operation of electronic Tolls 83,6%
Commercial issues 4,7%
Other 4,5%

Written Customer Contact

	2024			2023			2022		
	Total	A.Th.E.	Ionia Odos	Total	A.Th.E.	Ionia Odos	Total	A.Th.E.	Ionia Odos
Total written customer reports	23.161	10.181	12.980	19.859	11.026	8.833	19.114	12.954	6.160
Average response time (days)	1,23	1,44	1,08	0,77	0,81	0,74	0,76	0,77	0,73
Number of written requests and other issues	36.753			32.707			19.085		
Total written complaints	676			438			474		
Number of written requests/questions about noise barriers	-			1			-		

TELEPHONE CUSTOMER SERVICE TOPICS

Safety 0,8%
Traffic 1,5%
Maintenance 0,4%
Toll operation 4,4%
Operation of electronic Tolls 83,6%
Commercial issues 4,7%
Other 4,5%

CUSTOMER WRITTEN COMMUNICATION TOPICS

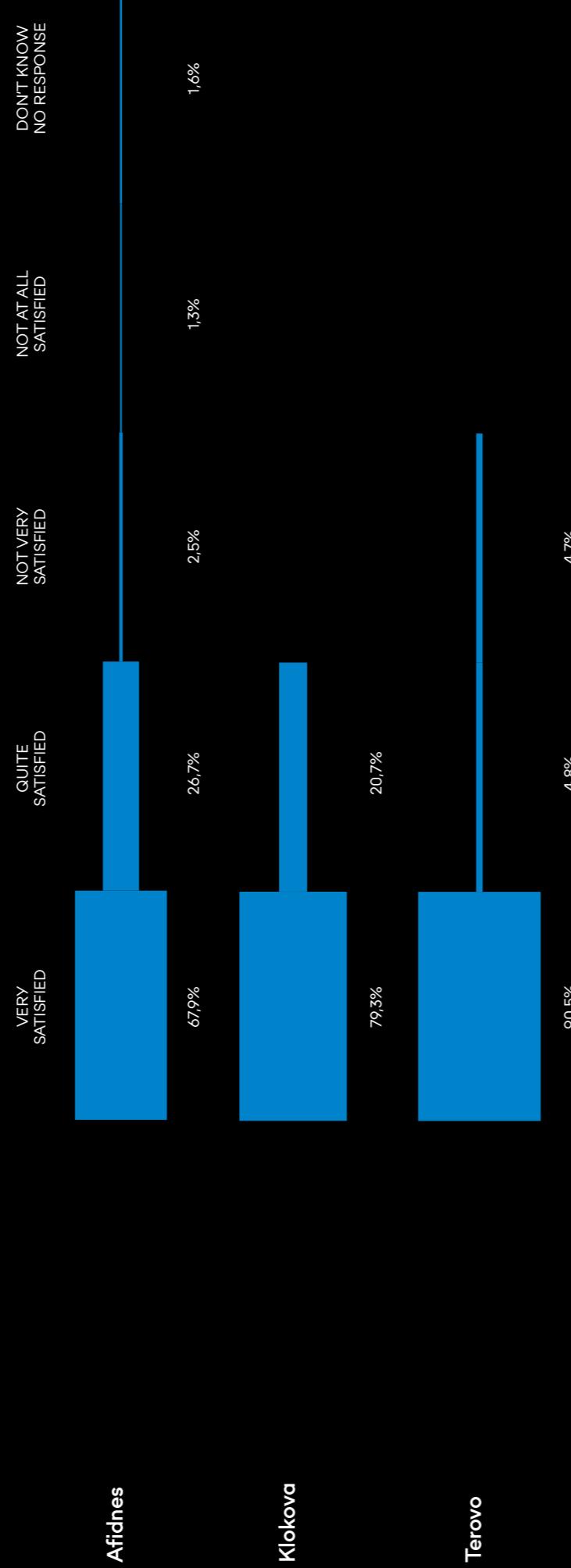
Safety 0,0%
Traffic 0,0%
Maintenance 0,1%
Toll operation 10,0%
Operation of electronic Tolls 86,7%
Commercial issues 2,4%
Requests for compensation 0,1%
Other 0,7%

In order to evaluate and improve our services, actions and strategy, Nea Odos conducts surveys throughout the year and collects data to better understand the needs and expectations of drivers in order to improve our services and strategy.

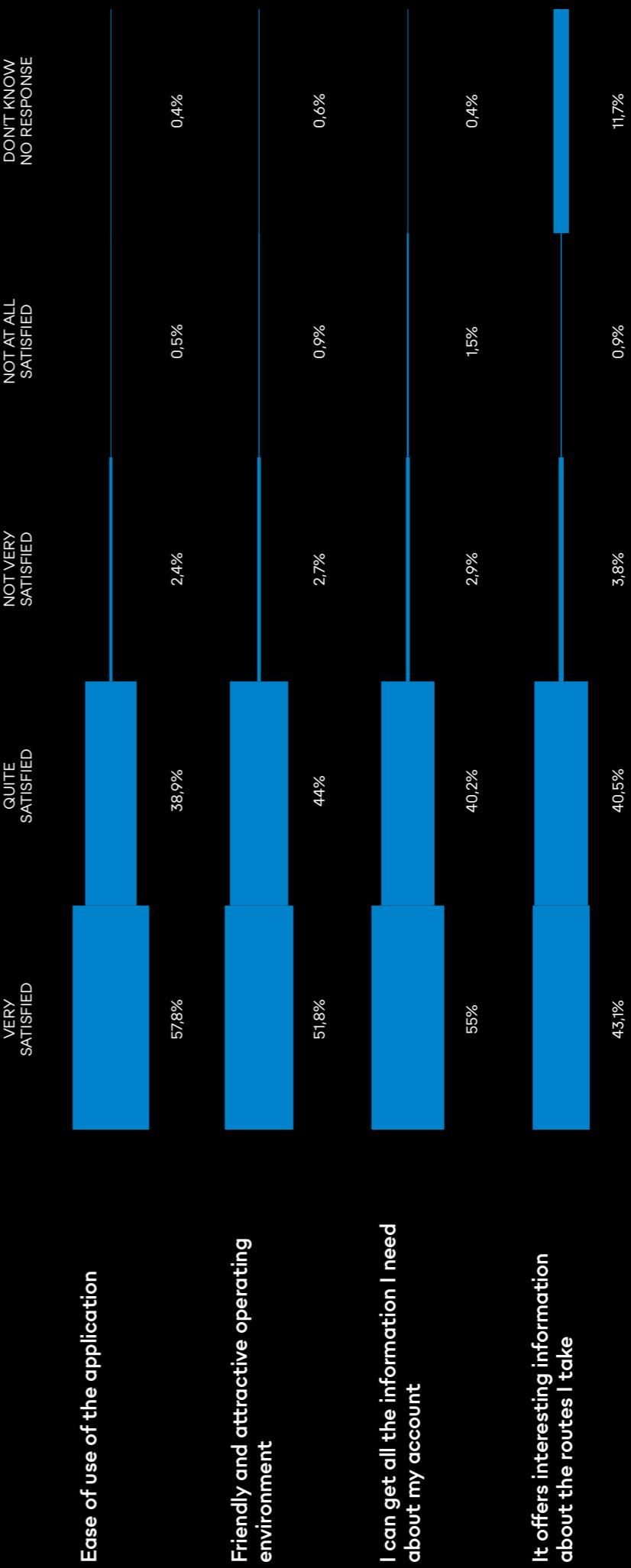
TELEPHONE SURVEY OF NEA ODOS FAST PASS SUBSCRIBERS: SURVEY OF PRIVATE SUBSCRIBER HABITS AND ATTITUDES

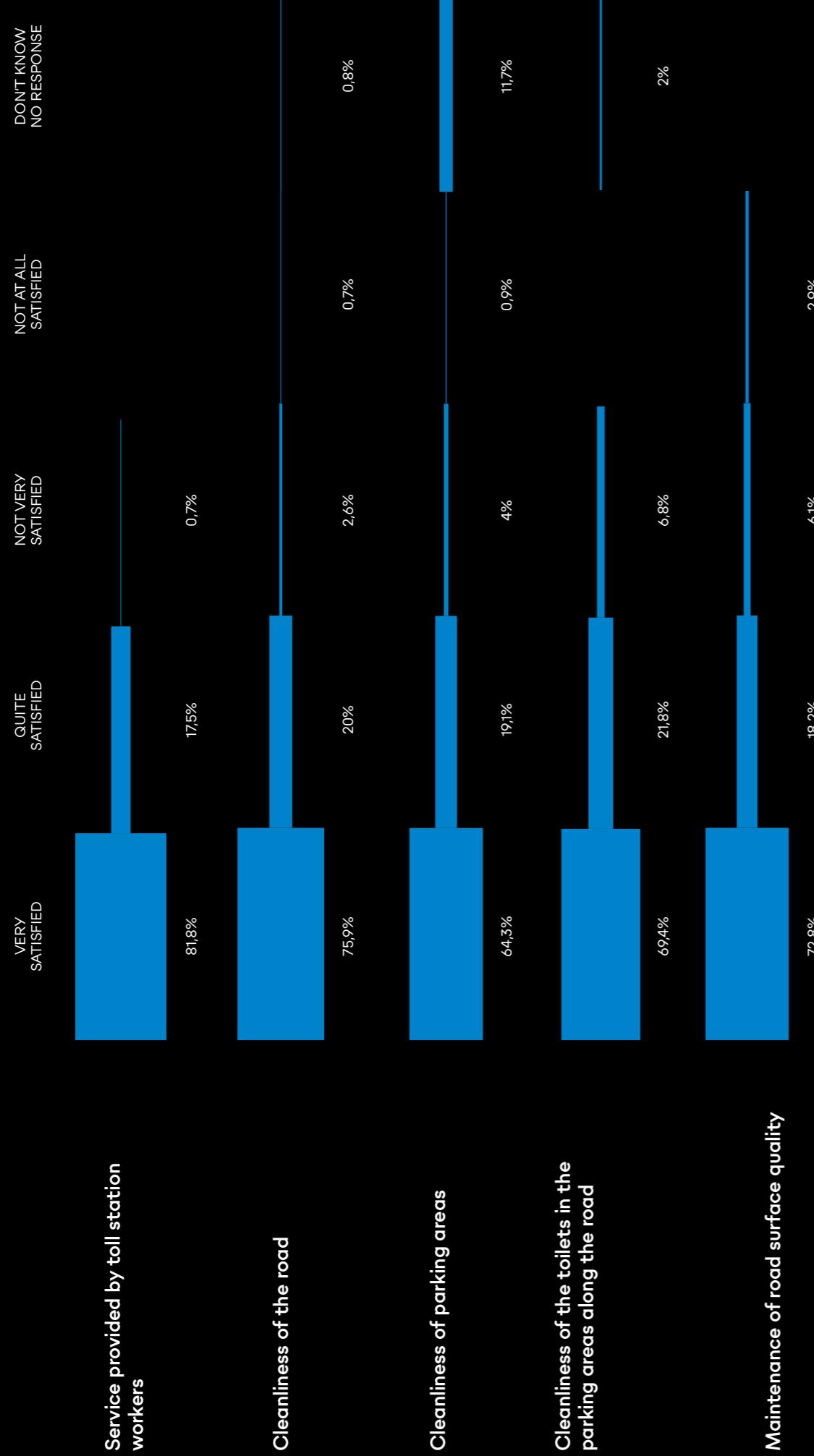
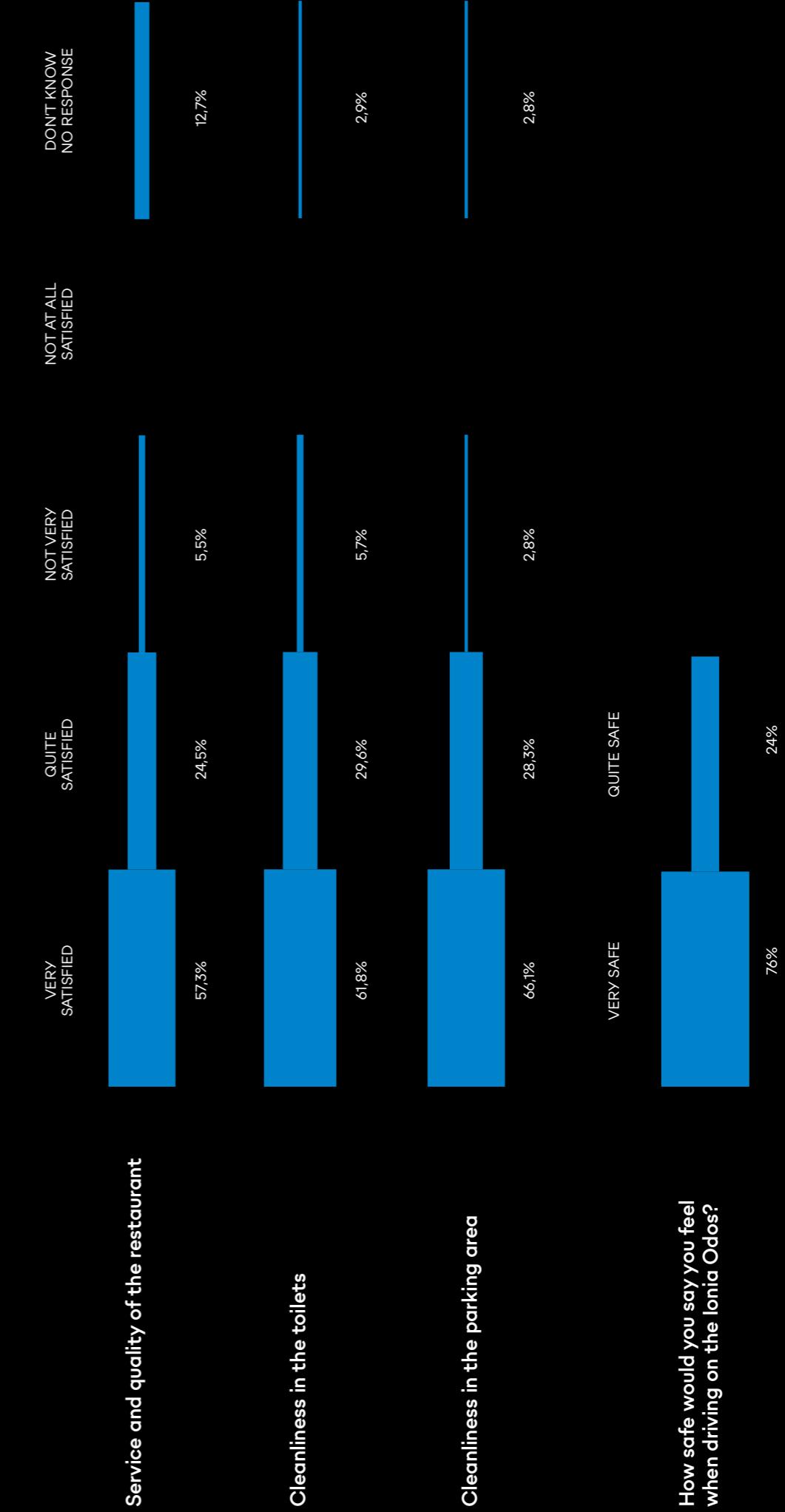
1000 PERSONS

How satisfied are you with the overall attitude and service provided by Nea Odos employees at the subscriber service point at:

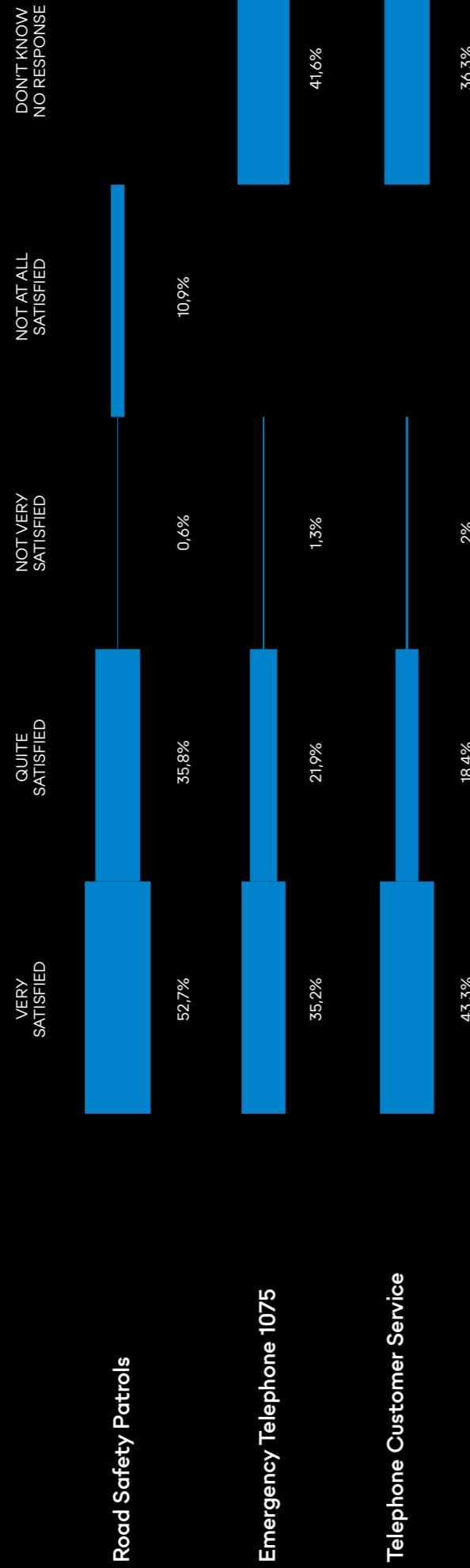


We would like your opinion on the operation of the MyOdos application by answering to what extent each of the following is true:



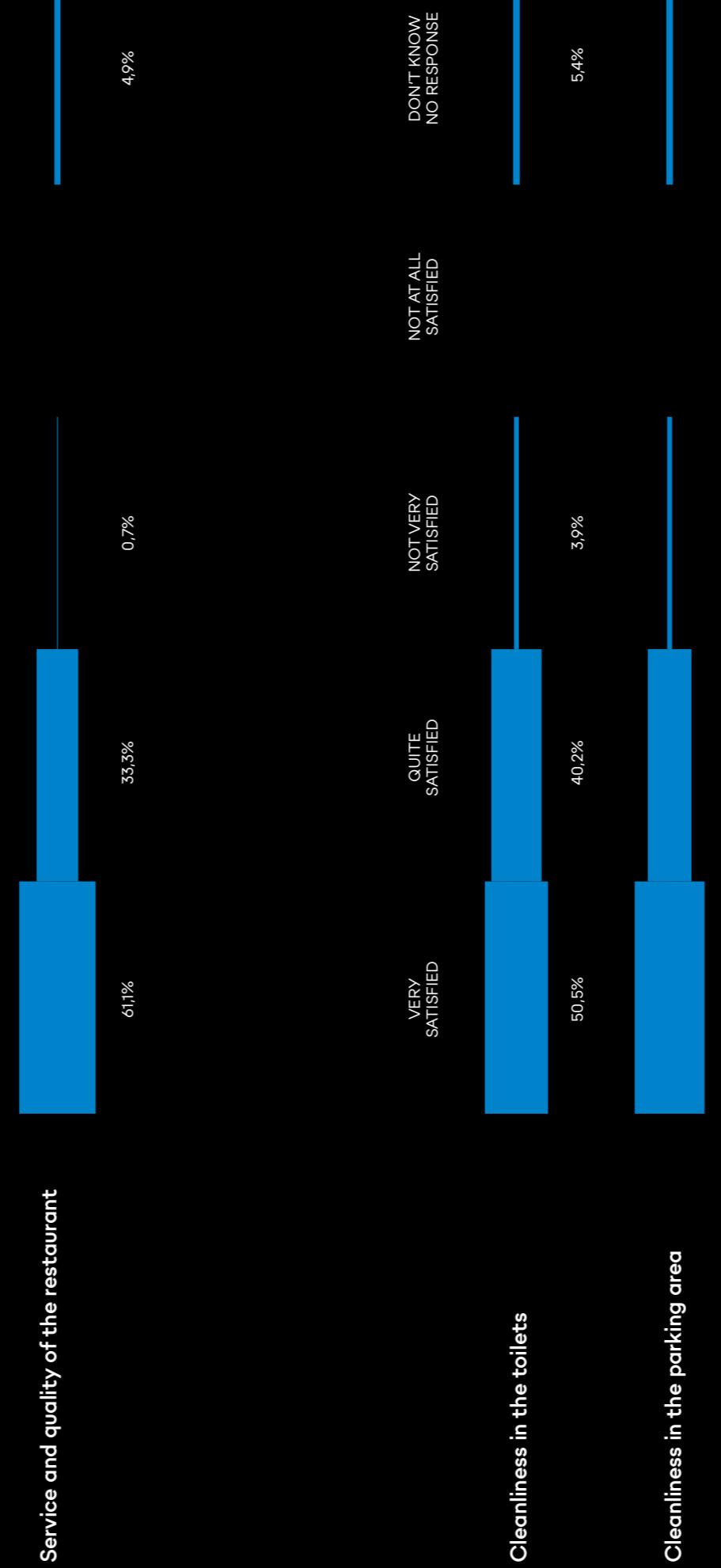
How satisfied are you with the:**Service and satisfaction with MSS?****How satisfied are you with the:**

How satisfied are you with the:

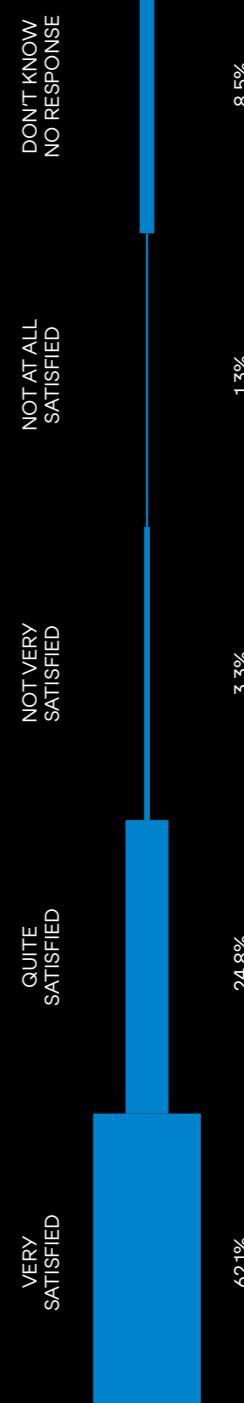


Service and satisfaction with MSS premises.

How satisfied are you with the:



If you ever needed help while driving on the A.Th.E. Metamorfosi-Skarfia section, how satisfied are you with the service provided by the safety-roadsides assistance teams? (Where applicable)





Awareness-raising Initiatives

Utilising social media, in 2024 Nea Odos informed employees and the general public through targeted initiatives on a number of issues related to road safety

- Encouragement to use of snow chains, seat belts, helmets, checking and changing tyres, observing speed limits and driving without distractions from mobile phones.
- World Day for Health & Safety at Work.
- Tips for increased safety in the run-up to Easter road travel.
- Encourage careful driving on Mother's Day and Father's Day.
- First aid training by the Hellenic Red Cross.
- European Motorway Workers' Awareness Day.
- Tips for driving in a heatwave.
- Safety Week for Young Passengers.
- Breast cancer prevention information post.
- Tips for increased safety in the run-up to Christmas road travel.

Educational Visit to the Ionia Odos Facilities

The students of the postgraduate programme "Smart Systems of Transportation and Construction Project Management" at the Department of Civil Engineering, University of Patras, visited the Ionia Odos facilities and learned details about the systems and automation that improve traffic management.

3.5 PARTNERS, SUBCONTRACTORS AND SUPPLIERS

Each candidate partner of Nea Odos is treated as an extension of its image and reputation, which is why candidates are evaluated according to strict criteria.

The company has identified 210 critical suppliers and, in the context of ensuring business continuity, has pre-selected alternate suppliers to ensure its uninterrupted operation. The company has established and follows a formal supplier selection and evaluation process.

4,26/5

The results of the annual assessment for 2024

Number of Suppliers per Category/Origin

Categorisation of Suppliers	2024		2023		2022	
	Number of Suppliers	Investment (euro)	Number of Suppliers	Investment (euro)	Number of Suppliers	Investment (euro)
Local suppliers	184	405.482	161	257.507,2	147	398.577,1
National suppliers*	133	159.560.101	147	159.938.896	138*	123.732.150,1
International suppliers	11	304.749	11	172.694	9	194.961
Total	328	160.270.332	319	160.369.097,23	294	124.325.688,23

*National suppliers include intra-group suppliers, with expenditures totalling €98,254,047, as well as the Ministry of Infrastructure with a total of €57,557,089 for Operational Support.

€4.939

Benefit for the procurement of materials and services, in 2024 an electronic tender was conducted jointly for Nea Odos and Kentriki Odos.

Sustainable Development Goals



TOPIC	GOAL 2024	PROGRESS 2024	GOAL 2025
Accident related indicators	Zero accidents on motorway (refers to users and employees)	Drivers: 1,642 Employees: 19 Motorway Accidents Index: 71.20	Zero accidents on motorway (refers to users and employees)
Motorway upgrades	<p>Installation of new fast chargers at the MSSs and installation of special machines accessible by persons with disabilities</p> <p>Full operation of the new safe and secure truck parking areas</p> <p>Utilisation of the Driver Training Park</p> <p>Installation of an additional 55 Incident Detection Cameras (AID)</p>	<p>The official inauguration took place and they are in full operation</p> <p>Implementation of "Safe Cycling" programme Guide dog training Hosting the Super Special Stage of the 71st EKO Acropolis Rally</p> <p>A total of 117 cameras with AI functions have been installed</p>	<p>Constant</p> <p>Further development</p>
Incident response time	Ongoing improvement	Average response time: 8.5'	Ongoing improvement
Annual recertification	Annual recertification: ISO 39001	Completed	Annual recertification: ISO 39001
Drivers' Satisfaction Survey	<p>Conduct a mystery survey</p> <p>Conduct an opinion survey on the motorway and its impacts</p> <p>Maintain or improve results</p> <p>Satisfaction surveys: Roadside Survey</p>	<p>It was implemented over a period of 3 months and included 315 visits/calls to Nea Odos and Kentriki Odos</p> <p>Customer satisfaction survey is conducted every 2 years</p>	<p>Training/repeated training actions for customer service centre (telephone, service points), toll and patrol staff</p> <p>Carrying out the planned survey in 2025</p>
Telephone Customer Service	<p>Survey on Telephone Customer Service satisfaction</p> <p>Maintain or improve results</p>	Customer satisfaction survey is conducted every 2 years	Carrying out the planned survey in 2025
Service upgrades and subscriber satisfaction	<p>Development of new features on the MyOdos app</p> <p>Close monitoring of satisfaction indicators through surveys</p>	<p>151,635 Users €18,651,884.10 total revenue from purchases/renewals through the application</p> <p>Customer satisfaction survey is conducted every 2 years</p>	Carrying out the planned survey in 2025
Electronic tender platform	Utilise platform for tenders	1 electronic tender was conducted	Utilise platform for tenders

CH.

04

Being there for
the Environment



Nea Odos's integrated **environmental strategy** focuses on minimising the impact of its activities on the wider ecosystem and the **harmonious integration** of its projects into the natural environment.

The company, with its "**Go Green**" message, focuses on the following areas:

- Climate change, which is managed by increasing climate resilience and adaptation, as well as reducing carbon emissions and emphasising sustainable mobility.
- Infrastructure and Natural Environment Interaction, focusing on biodiversity protection, noise management, air quality and regeneration of the natural environment.
- The Circular Economy with appropriate water and waste management, as well as efficient use of resources.

AT A GLANCE

€1.108.864,2

in environmentally friendly investments

Awarded energy management system

838kW

installed capacity at photovoltaic parks

247

on-site environmental inspections

75

hybrid and electric vehicles in our fleet

72

EV charging points along motorways



To ensure overall **control and improvement** of its environmental performance, Nea Odos has designed and implements an integrated Environmental Management System, certified according to the **ISO 14001:2015** standard and which includes, for example:

1. Monitoring compliance with environmental conditions.
2. Monitoring of air pollution levels.
3. Monitoring and reducing the carbon footprint.
4. Water quality sampling.
5. Traffic noise monitoring programme.
6. Continuous maintenance to restore vegetation.
7. Construction and maintenance of special pollutant retention tanks
- and implementation of emergency response plans for environmental pollution incidents.
8. Monthly internal inspections of project facilities.
9. Monitoring and updating environmental policies.
10. Training of employees and implementation of large-scale preparedness drills.

ENVIRONMENTAL INSPECTIONS 2024

58 at the Concession facilities

189 at the Operator's facilities

For the year 2024, no environmental degradation problems have been identified from the operation and maintenance of the motorway and no fines have been imposed on Nea Odos SA.

The company's environmental **concerns** extend beyond its contractual obligations and ensure not only environmental protection, but also the timely response and prevention of phenomena related to the climate crisis. An ally in this is the use of **technology**, as the use of the right **tools** allows us to reduce our overall environmental impact and our carbon footprint, but also to create a positive environmental impact wherever possible.

Environmental Protection Projects	*in €
Environmental studies (Environmental Impact Studies, Technical Environmental Studies, Environmental Conditions Approval renewal studies, environmental permitting of accompanying projects and activities, etc.)	19.400
Protection, maintenance of greenery and new planting	816.872,4
Traffic noise monitoring programme	16.000
Environmental consultants and staff to monitor the implementation of environmental conditions	41.750
Operation of air pollution and meteorological data stations and monitoring of air pollution	78.000
Certifications	3.297,5
Waste management and disposal	105.700,1
Environmental education, training and awareness raising	434,2
Water monitoring programme	5.710
Supply of equipment for the monitoring of air pollution	12.900
Environmental Strategy Report	8.800
Total	1.108.864,2

ENVIRONMENTAL PROTECTION INVESTMENTS

2024	€1.108.864,2
2023	€5.290.980,40
2022	€2.042.129
2021	€2.336.973,29

The Nea Odos motorway infrastructure, the operational function and the wider value chain, as well as the broader context within which Nea Odos operates, are affected by and affect, directly and indirectly, the climate crisis.

This range of interactions around climate change has been captured and understood in depth across the company, both by management and employees. As a result, the company is strengthening its resilience by taking long-term actions to address the consequences of the climate crisis, while identifying opportunities to mitigate the impacts of its operations.

Through its integrated environmental approach and in conjunction with the Business Continuity Management framework, Nea Odos has outsourced studies on greenhouse gas emission levels, it has carried out relevant studies, takes preventive measures to protect against extreme weather events and plans actions to offset the consequences of the climate crisis. These actions include interventional maintenance work, preventive and regular infrastructure inspections, as well as actions for managing traffic congestion caused during severe weather events. In line with the National Climate Law, when submitting proposals for environmental permits, the company is required to document the steps it takes to safeguard engineering works from the effects of climate change.

Recognising that climate variables affect road infrastructure and vehicle traffic in various ways, Nea Odos remains committed to the sustainable operation of the motorways under its responsibility.

4.4 CARBON FOOTPRINT

In the company's efforts to slow down the climate crisis, the recording and calculation of greenhouse gas emissions is of particular importance, with the ultimate goal of reducing the carbon footprint.

The reporting methodology is aligned with the GHG Protocol Corporate Accounting and Reporting Standard and ensures the accuracy and reliability of the data.

Greenhouse gas emissions (mtCO ₂ e)	Source	2024	2023
Direct Emissions (Scope 1)	Fleet vehicles	0,8	0,8
	Refrigerant gases	0	31,3
	Stationary combustion	0	35
	Total Scope 1	0,8	67,1
Indirect Emissions from Energy Consumption (Scope 2)	Electricity (Market-based)	217,3*	11.908,1*
	Electricity (Location-based)	5.043,1**	7.761,9**
Other Indirect Emissions (Scope 3) - Selected Sources	Paper consumption	15,5	18,0
	Category 3: Fuel and energy-related activities (subcontractors) - Stationary combustion	417,5	77,0
	Category 4: Transport "upstream" of the value chain (subcontractors)	3.302,8	3.645,7
	Category 5: Waste generated during operation	37,4	9,1
	Category 6: Business Travel	1,2	-
	Category 8: Leased vehicles	14	1.855,8
	Total Scope 3	3.788,4	5.605,6
	Total GHG emissions	3.789,3*	17.580,7*
		8.449,5**	13.434,5**

1. IPCC AR6

2. European Environment Agency (EEA)

3. GHG Protocol for fleet

4. European Residual Mixes 2024 Association of Issuing Bodies

* Market-based

** Location-based

Greenhouse gas emissions (mtCO ₂ e)	2024	2023
Market Based	3.789,3	17.580,7
Location Based	8.449,5	13.434,5

Greenhouse gas emissions intensity (Market-based methodology)	Scope 1	Scope 2	Scope 3
Per km of motorway (377,1 km)	0	0	10,05
Per million vehicle kilometres (2.227,87 million km)	0	0	1,64

Nea Odos Vehicle Movement*	2024		2023		2022	
	Privately owned	Leased	Privately owned	Leased	Privately owned	Leased
Total Nea Odos vehicles	69	89	77	83	67	78
Kilometres travelled	5.251.170	2.617.450	5.113.280	2.538.465	5.101.738	2.200.102

*The vehicles also include those belonging to the Operator

We systematically monitor energy consumption in our buildings and facilities, with the aim of reducing the total energy required. This allows us to take appropriate measures to manage it more effectively.

Energy Management System

The energy consumption of the infrastructure managed by Nea Odos is recorded, controlled and optimised using the advanced Energy Management System.

This system monitors, predicts and alerts operators about potential energy management issues that may affect the financial management of the project and its functionality. To save energy, the power supply panels for lighting and electronic devices (cameras, illuminated signs, weather stations, etc.) along the motorways have been replaced with new ones with "smart" functions, such as:

- Measuring energy consumption at the panel input to ensure the correct distribution of the electrical load.
- Wireless connection of the panels to a central surveillance system.
- Remote monitoring of the system and live alerts to operators via the dedicated SCADA system.
- Monitoring of power generated by the company's solar parks.

In 2024, the Nea Odos Energy Management System received:

- Gold Award in the "IoT for Transport & Travel" category at the Mobile & IoT Awards 2024.
- Bronze Award in the category "Energy Management", at the Hellenic Responsible Business Awards 2024.

Environmentally friendly Motorist Service Stations (MSSs)

All MSS buildings operate with prudent use of energy and resources and reduced carbon dioxide emissions, utilising:

- The best practices of bioclimatic architecture.
- Renewable Energy Source (RES) technologies, such as solar heating systems, heat pumps, solar panels, etc.
- Biological wastewater treatment systems, as treated water is used for the irrigation of their public green areas and the motorway.

Energy Savings

In recent years, the use of solar energy in the automated irrigation system, ERT phones along motorways and some of the motorway surveillance cameras has replaced the use of electricity.

Energy consumption (MWh)

	2024		2023		2022	
	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos
Electricity for street lighting and buildings	21.865,9		24.214,2		29.271,6	
Energy from renewable energy sources (solar panels on the ground and roof and photovoltaic for ERT, irrigation and surveillance cameras)	301.352*	132,1*	40,8	145,0	41,0	187,2

*Total energy produced from RES, 45.7 MWh of which was consumed for the needs of the project. The increase compared to previous years is due to the photovoltaics deployed in 2024 at the Malakassa "Sirios" MSS.

Fuel Consumption (litres) for Nea Odos

	2024		2023		2022	
	Diesel oil*	Petrol	Diesel oil*	Petrol	Diesel oil*	Petrol
Diesel oil*	708.880,6		674.537,8		679.291,5	
Petrol		42.389,5		47.508,9		30.063,5

*Includes diesel from generators

Fuel Consumption (litres) for Subcontractors

	2024		2023		2022	
	Petrol*	Diesel oil*	Petrol	Diesel oil*	Petrol	Diesel oil*
Petrol*	31.062,7		55.293,6		679.291,5	
Diesel oil*		629.272,3		841.716,6		874.862,9
LPG	700		806,2		2.654,1	

*Includes fuel from generators

Energy Production

Photovoltaic Park at the Afidnes Toll Station

In line with its environmental strategy, Nea Odos has designed, planned and submitted for approval a photovoltaic park at the Afidnes toll station.

This is the company's second-largest solar energy production facility, after the hybrid station at Malakassa "Sirios" MSS, which consists of a photovoltaic station with a maximum total power of 344.43 kW and an energy storage system with a capacity of 552.96 kWh. The estimated annual production of 483,000 kWh will cover a significant part of the energy needs of the A.Th.E. motorway. Photovoltaic panels have been installed on the roof of the Nea Erythrea administration building, and the energy they produce is fed into the national grid and covers the energy needs of the building.

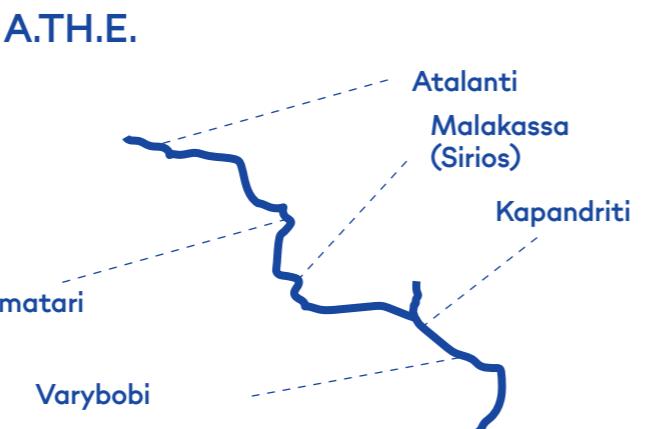
Photovoltaic parks	Estimated annual production (kWh)	Capacity (kWp)
Malakassa "Sirios" MSS	750.000	486
Afidnes Toll Station*	483.000	250
Mesologgi Interchange	153.000	102

*In the process of obtaining approval

Electromobility

To accommodate drivers of electric vehicles, all Nea Odos MSSs have charging facilities, while in 2018 Ionia Odos became the first motorway in Greece to offer this service at every MSS.

The chargers are among the most advanced and fastest in Europe, as they can charge up to 2 cars simultaneously and can charge an electric vehicle to sufficient autonomy, at 80% of its capacity, within only 20 minutes. Our goal is to ensure that the electrical charging stations we manage are supplied exclusively by renewable energy sources.



FAST CHARGERS AT THE NEA ODOS MSSS:

- 44 total fast chargers (8 of which are V3 Tesla Superchargers at the Atalanti MSS) with 72 charging positions.

Malakassa "Sirios" MSS

The First and Largest Hybrid Electric Car Charging Station in Greece

- Construction of canopies for car parks.
- Placement of photovoltaic panels, with a total capacity of about 500 kWp.
- A total of 4 DC charging stations with a capacity of 120 kW each.
- Hybrid inverters.

The production of "green" energy and the ability to charge electric vehicles are combined in the best possible way in the first and largest hybrid charging station in Greece at the Malakassa "Sirios" MSS. The action was designed and financed entirely by Nea Odos and is part of the Go Green strategic axis.

With photovoltaics of a total capacity of 486 kWp on the parking canopies, the Malakassa "Sirios" MSS is a model of optimal use of solar energy for charging electric cars and supplying the building with electricity. Nea Odos undertook the construction of canopies for the car parks, which also serve as photovoltaic panel supports, investing more than €900,000. As a matter of priority, the photovoltaic panels power 4 hybrid inverter chargers of 120 kW each, while the surplus energy covers the energy needs of the building infrastructure.

The company's long-term goal is to cover the energy needs of charging exclusively from RES, while the development of energy storage solutions is also being explored.

Electric Vehicle Fleet

Nea Odos is investing strategically in electromobility

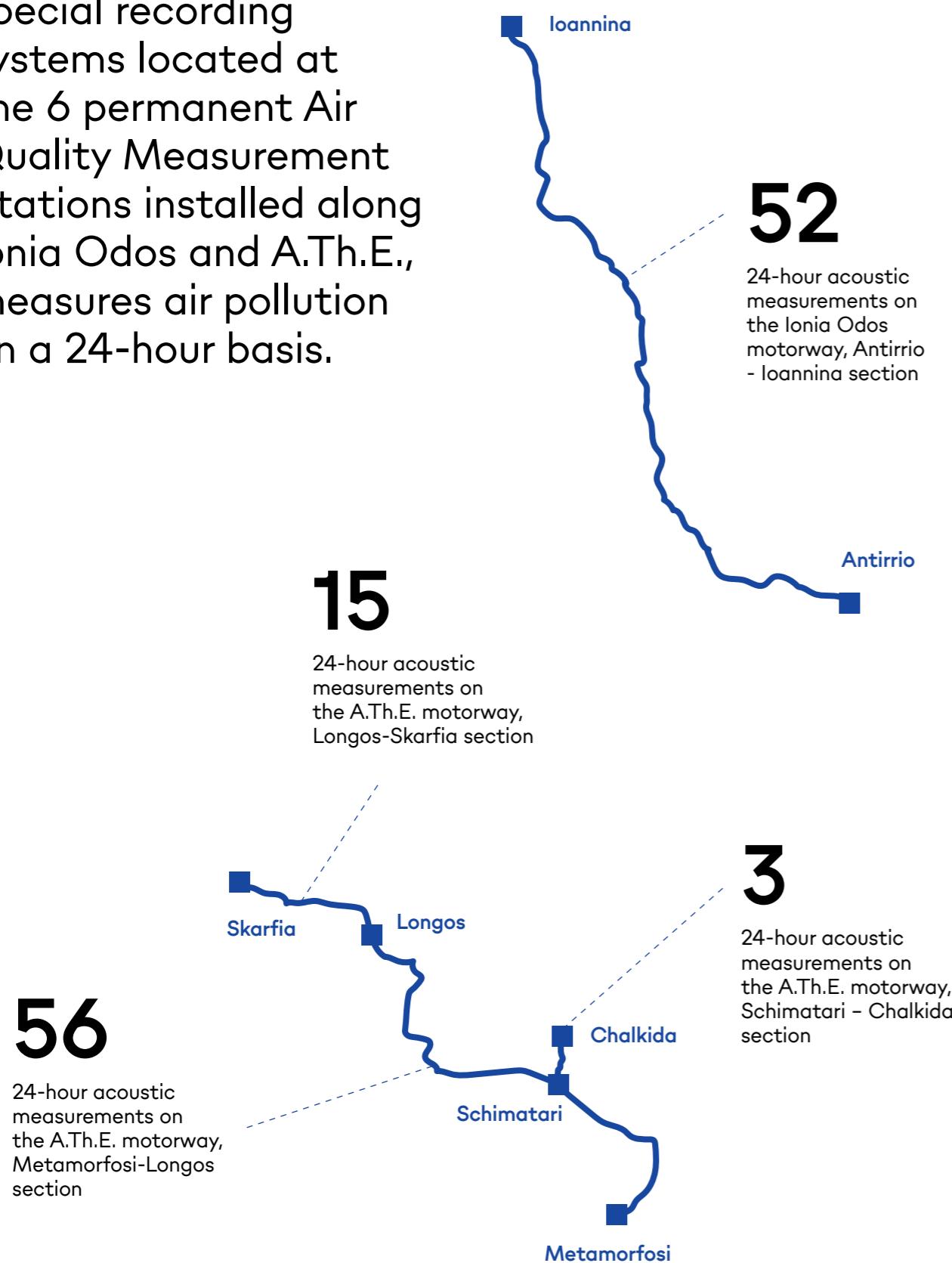
32 100% electric

43 Hybrid

The company was first in its sector to implement a comprehensive plan to replace its fleet with 100% electric vehicles, while equipping all its facilities with electric vehicle chargers. It is noteworthy that the first "green", 100% electric vans were initially used as maintenance and work vehicles.

- 75 hybrid and electric cars (47.5% of the total fleet)

Nea Odos, through special recording systems located at the 6 permanent Air Quality Measurement Stations installed along Ionia Odos and A.Th.E., measures air pollution on a 24-hour basis.



These systems directly record possible exceedances of the limits set by legislation for the average primary emission values of pollutants and parameters (CO, CO₂, NO, NO₂, SO₂, O₃, TSP, PM10, PM2.5, C₆H₆ [benzene], C₇H₈ [toluene] and xylol [or xylene]).

The detailed measurements and the main conclusions are reported in a special section of the annual Environmental Report that the company prepares and submits to the State.

In order to reduce noise pollution, Nea Odos has designed a special, annual Road Traffic Noise Monitoring Programme, which includes sound measurements along motorways. The measurements are carried out at sensitive use sites that have been approved by the competent public authority, and based on the reported results of the programme, further sound measurements are carried out where necessary or appropriate protection measures are applied.

4.7 RAW MATERIALS AND EQUIPMENT

Optimal management of resources is of paramount importance for Nea Odos.

Consumption of Raw Materials and Equipment – Nea Odos

Categories of Materials	Type of Material	2024		2023		2022	
		A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos
Raw materials	Sawdust (kg)	4.000	-	4.000	410	1.100	600
	Salt (tonnes)	3.272,9	397,3	11.838,9	232,7	-	-
	Printing paper (kg)	2.168	1.270	2.528	1.644	2.589	3.181
	Paper (thermal rolls) (kg)	10.161,8	2.559,7	10.527,9	4.438,7	13.963,12	4.472,55
	Ink/toner (pcs)	121	30	72	34	91	55
Other	Transponders (pcs.)	-	-	19.000		19.000	-

Regarding printing paper, the company procures paper from certified forest management organisations.

Consumption of Raw Materials and Equipment - Subcontractors

		2024			2023			2022		
	Type of Material	A.Th.E	Ionia Odos	Schimatari -Chalkida	A.Th.E	Ionia Odos	Schimatari -Chalkida	A.Th.E	Ionia Odos	Schimatari -Chalkida
Raw materials	Sawdust (kg)	-	-	-	175	-	-	900	500	100
	Printing paper (kg)	346,8	912,5	1,8	750,2	533,9	-	752,20	250	0,60

Waste Management

In full compliance with legislation and relevant regulations, the company prioritises the environmentally sound management of natural resources, materials and waste. In addition to annual record on the Ministry of Environment's Electronic Waste Register (EWR) and audit procedures, we ensure that the company's subcontractors transport waste arising from the operation and maintenance of the motorways to approved management sites.

Collection bins for recycling have been placed at the company's facilities for various types of waste, such as paper and packaging, Waste Electrical and Electronic Equipment (WEEE), mixed batteries, lead-acid batteries and toner. Nea Odos does not import, export or process hazardous waste.

Waste Management Table	Nea Odos	Operator	Subcontractors	TOTAL
Hazardous waste diverted (kg)	360,0	11.759,1	21.209,2	33.328,3
Hazardous waste that is NOT diverted (kg)	-	-	-	-
Non-hazardous waste diverted (kg)	314,9	20.371,7	63.545.554	63.556.240,6
Non-hazardous waste that is NOT diverted (kg)	320.170	571.730	592.496	1.484.396
TOTAL WASTE	320.844,9	603.860,8	64.159.259,2	65.073.964,9

TOTAL WASTE

320.844,9 Nea Odos

603.860,8 Operator

64.159.259,2 Subcontractors

CASE STUDY: MAKING THE CIRCULAR ECONOMY A REALITY:
ROAD SURFACE COLD IN-PLACE RECYCLING

For the reconstruction of asphalt road surfaces on sections of the A.Th.E. motorway, Nea Odos used a method based on the reuse of materials and reduced energy consumption levels.

This is the road surface cold in-place recycling, where, after the existing asphalt has been stripped, materials are mixed on-site to create the recycled mixture, which is "dropped" onto the asphalt.

This mixture consists of more than 90% reusable materials, which reduces not only the amount of new materials, but also the need to produce, process, transport and temporarily store them. In addition, the processing of the materials does not require the development of high temperatures, resulting in a reduction in energy consumption and emissions.

As a practice of the circular economy, the method of road surface cold in-place recycling contributes decisively to the fulfilment of the company's environmental objectives.



ORGANIC WASTE MANAGEMENT SYSTEM

Nea Odos has been a pioneer in the proper management of organic waste resulting from the operation of the MSSs, installing mechanical composters on both sides of the Atalanti MSS.

On a weekly basis, the composters are able to handle up to 100 kg of food, coffee and garden waste, turning it into fertiliser for planting works. Believing in the benefits of the circular economy, household composters were installed in the kitchens of the company's headquarters, so that food and coffee waste can be converted into a soil conditioner that is used on the grounds around the building.

100 kg

The total compost production - 2024



Boosting Recycling Initiative

Since 2018, Nea Odos has had in place a comprehensive recycling system for materials resulting from the maintenance and operation of the motorways, including new streams of recyclable materials and materials diverted from composite waste.

The so-called "Boosting Recycling Initiative" is the company's recycling business model, encouraging drivers to act wisely when disposing of materials that are no longer needed. Recycled materials include paper, plastic, glass, aluminium, tinplate and, starting in 2024, cigarette ends are collected for recycling at the Nea Erythrea offices, the Afidnes Toll Station and at the Malakassa Tunnel Control Centre.

Nea Odos is the only motorway that has recycling infrastructure at every car park, aiming to place bins at all facilities and putting the circular economy into practice.

RECYCLING AT ALL COMPANY FACILITIES

2024	81.190
2023	63.224
2022	39.320

Recycling

	2024			2023			2022		
	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				25.857	19.413	6.444	15.033	9.363	5.670
Packaging (plastic, glass, aluminium, tinplate)	81.190	62.610	18.580	37.367	22.331	15.036	24.287	11.057	13.230
Total	81.190	62.610	18.580	63.224	41.744	21.480	39.320	20.420	18.900

*kg

More efficient water management is a priority for Nea Odos, as the company has proceeded with the:

- Installation of state-of-the-art irrigation systems.
- Placement of taps with an automatic flow cut-off mechanism at all parking areas, public sanitary facilities and the MSSs along the Ionia Odos and A.Th.E. motorways.
- Preparation of a study for the integration of irrigation, with the possibility of remote monitoring to save water.
- Cooperation with ISO 14001-certified subcontractors for the planting and maintenance of the greenery at our facilities and along the motorway.

Water Consumption Nea Odos (m3)

	2024		2023		2022	
	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos
Water consumption (buildings and facilities)	2.288	-	3.045,47	-	8.261	-
Drinking water consumption (from bottles)	46,51	44,26	55,95	41,42	51,8	40,93
Water from other sources (boreholes)	645.395	242.257	329.806	239.190	55.660,5	198.592

Water Consumption Subcontractors (m3)

	2024		2023		2022	
	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos	A.Th.E.	Ionia Odos
Drinking water consumption (from bottles)	39,9	4,5	39,8	0,5	142,65	0,7

Liquid Waste Management

To ensure the maximum conservation of water resources, the company has sought to integrate the use of treated wastewater generated by driver services at MSSs (restaurants, toilets), so as to minimise groundwater pumping.

■ At the Ionia Odos and Atalanti MSSs, treated wastewater from the biological treatment plants is reused for irrigation and washing of the grounds, as well as for maintaining water reserves in the fire-fighting tanks.

■ At the Filippiada MSS, the treated wastewater is diverted to an adjacent recipient, in accordance with the approved environmental conditions.

Regular spot checks are carried out at the biological wastewater treatment plants to ensure the required level of quality of the wastewater to be diverted for disposal.

Water Quality Monitoring

Water collected in receiving waters adjacent to the motorway is monitored annually for its qualitative characteristics, based on the requirements of the approved environmental conditions of the project.

The overall results of all the analyses indicate that the burden on water bodies by the operation of the Nea Odos can be considered negligible compared to other anthropogenic activities, as the comparison of the data upstream and downstream of the Nea Odos (both the Ionia Odos and the A.Th.E.) for each water body does not show any significant change. The full report includes detailed measurement sites and parameter values, and is available to any interested party on request.

DISTRIBUTION OF MEASUREMENTS FOR 2024:

9

samples on the Ionia Odos motorway

4

samples on the A.Th.E. motorway, in the Yliki section

2

samples on the A.Th.E. motorway, in the Kamares -Mendenitsa section

4.9 PROTECTION OF BIODIVERSITY

The preservation and restoration of habitats is a long-standing commitment of Nea Odos,

as the company's motorways are adjacent to areas of high environmental value that are part of the Natura 2000 network. The approved environmental conditions of the Concession Project specify the necessary protection measures in all phases of the project implementation.

The biannual reports on environmental management and the implementation of environmental conditions include detailed information on the specific sites and the measures taken to prevent and address environmental impacts in a timely manner. Indicative environmental protection actions include the construction of crossings for some wildlife species, planting of native flora species, maintenance and greening of motorways, and maintenance and improvement of fencing.

The findings of the annual water monitoring programme supports the fact that there was no impact on adjacent water bodies (protected areas or areas adjacent to protected areas, areas of high biodiversity value outside protected areas) from the company's operation. Detailed information is included on the company's website, neaodos.gr.

17.271

In 2024, 17,271 shrubs and trees were planted along the A.Th.E. motorway

4.10 COMMUNICATION AND IN-HOUSE AWARENESS CAMPAIGNS

To raise awareness of environmental protection among our employees, we implemented a series of informational activities in 2024:

- Reducing the use and disposal of plastics: "Planet against plastics" on Earth Day (22 April).
- Land restoration, desertification and planetary resilience on World Environment Day (5 June).

Sustainable Development Goals



TOPIC	GOAL 2024	PROGRESS 2024	GOAL 2025
Annual recertification	Annual recertification: ISO14001	Completed	Annual recertification: ISO14001
Electromobility and climate change	<p>Gradual conversion of the corporate fleet vehicles to electric or hybrid</p> <p>Preventing emissions of about 1,400 tCO2-eq through various actions</p>	<p>75 vehicles out of a total fleet number of 158 (47.5%)</p> <p>-</p>	<p>Gradual conversion of the corporate fleet vehicles to electric or hybrid</p> <p>30% of the total fleet to consist of hybrid and electric vehicles</p> <p>Ongoing</p>
Measurement of CO2 emissions	Further improvement of the process in accordance with the GHG Protocol Corporate Accounting and Reporting Standard	In progress	-
Motorway Operation and Maintenance Activities	<p>Zero environmental fines</p> <p>Application of Road Surface Cold In-Place Recycling</p>	<p>Achieved</p> <p>Pilot application</p>	<p>Ongoing</p> <p>Extending the practical application</p>
Recycling	Continuous monitoring of the quantities recycled	81,190 kg of materials recycled	Continuous monitoring
Wildlife management	Maintenance of fencing and sound repellent devices	-	Ongoing
Environmental protection	<p>Operator: Inspection of more than 20 facilities per month on average</p> <p>Nea Odos: Inspection of more than 6 facilities per month on average</p> <p>Operator: At least 50 hours of environmental training</p> <p>NO/KO: At least 10 hours of environmental training</p>	<p>Inspection of more than 26 facilities per month on average</p> <p>Inspection of more than 9 facilities per month on average</p> <p>Operator: 174</p> <p>NO/KO: 16</p>	<p>Inspection of more than 20 facilities per month on average</p> <p>Inspection of more than 6 facilities per month on average</p> <p>At least 50 hours of environmental training</p> <p>At least 20 hours of environmental training</p>

CH.

05

Being there
for our People

At Nea Odos, the **Health and Safety of our people** has been our top priority since the company's very first day of operation.

With certified systems and carefully designed structures, policies and procedures, the work culture is based on transparency, mutual respect, meritocracy and inclusion. Equal and fair assessment guarantees recruitment, growth and development opportunities for all and contributes to job satisfaction in the long term. The company consistently stands by its people, investing daily in their well-being and professional development.

- Continuous employee development and talent utilisation
- Equal opportunities
- Health and Safety at work
- Benefits and employee satisfaction

AT A GLANCE

416.417

investment in Health and Safety

4

Participation in 4 recruitment actions

0

Zero incidents of discrimination in the workplace

130

Health and Safety inspections
100% of employees had access to the results of their appraisal

120



For Nea Odos, every employee is special and contributes with his/her skills and talents to the success of the company.

60% 40%

Men 307

Women 201

Human Resources Over Time

	2024		2023		2022	
	Nea Odos	Operator	Nea Odos	Operator	Nea Odos	Operator
Men	14	293	13	289	13	300
Women	15	186	16	196	17	203
Total Staff	29	479	29	485	30	503

* Includes contract workers

To cover temporary or seasonal needs (e.g. maternity leave), in 2024 the company employed seasonal workers (32 in Operations and none at Nea Odos) through third-party companies.

Total Hires

NEA ODOS

Men	NEA ODOS			OPERATOR		
	<30	30-50	50+	<30	30-50	50+
1	0	0		0	3	0

OPERATOR

Men	NEA ODOS			OPERATOR		
	<30	30-50	50+	<30	30-50	50+
6	29	0		2	11	4

Total Turnover

NEA ODOS

Men	NEA ODOS			OPERATOR		
	<30	30-50	50+	<30	30-50	50+
0	0	0		0	4	0

OPERATOR

Men	NEA ODOS			OPERATOR		
	<30	30-50	50+	<30	30-50	50+
2	25	4		0	23	4

Nea Odos makes all decisions regarding evaluations, remuneration, leave, promotions, training, retirement and termination of contracts based on the abilities and performance of employees in carrying out their duties.

Similarly, for recruitment decisions, the company takes into account the profile of the candidates and their potential to perform their job. These procedures do not discriminate on the basis of sex, age, marital status, nationality, religious and political beliefs, sexual orientation or other characteristics. The Open Door Policy fosters the conditions for meaningful dialogue between the company and employees. Understanding different needs and circumstances has been proven to speed up resolution of any issues that is fair for all and to create a safe and supportive working environment.

No incidents of discrimination in the workplace were recorded in 2024, nor was any complaint or grievance made by employees and/or third parties.

Gender Ratio by Human Resources Category/Level

	Nea Odos			Operator		
	Men	Women	Total	Men	Women	Total
Senior executives	3	0	3	1	0	1
Managers	3	4	7	5	1	6
Administrative staff	8	11	19	46	26	72
Base staff	0	0	0	241	159	400
Total	14	15	29	293	186	479

*Not including contract workers

Family Protection Leave

Nea Odos recognises that childcare is particularly important for employees who are parents. With a significant impact on the psychological health of parents and children, parental leave makes it easier in many ways to maintain a work-life balance. In 2024, a total of 8 women received special maternity protection leave.

Parental Leave	Nea Odos			Operator		
	Men	Women	Total	Men	Women	Total
Maternity leave	0	0	0	0	6	6
Special maternity protection benefit	0	1	1	0	12	12
Childcare leave (reduced hours)	0	2	2	6	10	16
Paternity leave	0	0	0	16	0	16
Parental leave	0	0	0	26	16	42
Total employees entitled to and receiving parental leave	0	2	2	46	25	71
Employees who remained in the company's workforce 12 months after the date of their return	0	2	2	30	16	46

5.3 OCCUPATIONAL HEALTH AND SAFETY

Nea Odos strategically prioritises safeguarding occupation health and safety and eliminating on-the-job accidents.

Focusing on prevention, the company operates under a clearly defined framework of regulations and procedures. This framework facilitates the detection of any dangerous situations and the prevention of accidents or injuries in the workplace and in public places. In the event of an incident, the Safety Technician stringently applies the procedure for reporting and investigating workplace accidents, with particular emphasis on the causes of the incident and on taking measures to prevent similar incidents. The company invests in training on occupational health and safety issues, so that employees can more readily and effectively manage emergencies.

OCCUPATIONAL HEALTH AND SAFETY TRAINING

2
Participations

11
Total hours

TRAINING ON OCCUPATIONAL HEALTH AND SAFETY ISSUES RELATED TO THE OPERATION OF NEA ODOS

137
Participations

599
Total hours

Occupational Health and Safety actions implemented in 2024

1. Retraining of patrol teams and emergency response workers in the **implementation of approved traffic control measures** to manage incidents and maintenance operations.
2. Training of emergency response workers and project machine operators/assistant operators on **snow removal**.
3. Placing **special markings** on the toll lanes.
4. Updating written **occupational risk assessments** at facilities where necessary.
5. Measurement of **air quality** and adequate ventilation in the head office areas.
6. Repair of damage to **underground crossings**.
7. Replacement of **windows and doors**.
8. Purchase of **new seats** at toll booths and offices.
9. Training of toll station shift supervisors in **first aid**.
10. Procurement and upgrade of **personal protective equipment**.

Committed to a safe and healthy working environment for all, Nea Odos places a high priority on the safety and well-being of all employees, users and the local community. Adequate protective measures and equipment, regular monitoring of health and safety conditions, specific training programmes and preventive actions to avoid high-risk situations have been provided for each job position.

In 2024, the following took place:

- 130 health and safety inspections at project facilities and operation and maintenance activities led by the Health and Safety adviser.
- 2 meetings on health and safety and environmental issues with the participation of Nea Odos and Operations staff.

TOTAL WORKING HOURS 2024

48.757

Nea Odos

859.325

Operator

Health and Safety Indicators	2024		2023		2022	
	Nea Odos	Operator	Nea Odos	Operator	Nea Odos	Operator
Total occupational accidents	1	18	0	22	0	27
Occupational accidents with lost work days	1	8	0	5	0	9
Number of fatal accidents	0	0	0	0	0	0
Work days lost due to an accident	2	82	0	156	0	84
Incidents without work days lost	0	0	0	17	0	18
Work days lost due to occupational accident (LDR)	8,0	19,0	0	27,64	0	14,73
Work hours lost due to occupational accident (AR)	55	127	0	184,38	0	98,25
Accident frequency rate (AFR)	20,51	20,95	0	19,49	0	23,67
Accident severity rate (ASR)	41,02	95,42	0	138,22	0	73,65
Injury rate in total staff (%)	3,2%	1,7%	0%	4,3%	0%	1,79%
Hours lost/total hours worked (%)	0,11%	0,01%	0%	0,02%	0%	0,05%

INVESTING IN HEALTH AND SAFETY

€416.417,30

Modernisation of Employee Equipment

With the aim of creating a functional and safe working environment, in 2024 Nea Odos replaced the office chairs with ergonomic and anatomical ones that help to maintain correct posture at work.

Nea Odos recognises that the continuous improvement of its employees is its driving force.

For this reason, the company has adopted a strategy of continuous development and takes a comprehensive approach to the education and training of its human resources, designing training programmes in accordance with:

- The corporate development strategy.
- The knowledge and skills that have been assessed as necessary for success in each job role.
- The skills development programme which enhances employees' professional skills and expands their potential.
- The individual development plan devised for each employee.

At the same time, all employees have access to the GEK TERNA Group's Learning Management System (LMS), an accumulated knowledge centre through which they are offered:

- Adaptation training.
- Mandatory compliance trainings with regulatory and legislative frameworks.
- Training by level of knowledge and by job area.
- Interactive activities, and educational quizzes and games.

Staff Training and Skills Building

	Nea Odos			Operator		
	Men	Women	Total	Men	Women	Total
Number of participants	7	7	14	142	23	165
Hours of training in	360	99	459	1.067	299	1.366

Employee Evaluation

Employee performance appraisal is the starting point for their development, as it establishes open communication and mutual feedback. The evaluation process includes all staff apart from some designated exemptions.

The main benefits of this annual process include:

- Assessment of progress and recognition of employee achievements.
- Working together to align personal and corporate goals.
- Strengthened corporate culture with a focus on performance.

A review of the staff appraisal system is slated to be completed in 2025

Staff Evaluation Data

	Nea Odos			Operator		
	Men	Women	Total	Men	Women	Total
Employees evaluated	11	13	24	224	224	448
Employees excluded from evaluation	3	2	5	18	13	31
Employees with access to the results of their appraisal (%)						100%

5.5 EMPLOYEE BENEFITS

Nea Odos takes a holistic approach to the training and development of its human resources.

- Provides a group life and medical insurance plan for all employees and their dependents.
- Provides productivity bonuses based on the Corporate Performance Evaluation System and corporate policies. In 2024, across both Nea Odos and the Operating Company, 26 employees received productivity bonuses and 382 employees received awards.
- It covers employees' insurance obligations under the law. The company does not offer an additional pension plan.

In order to improve the quality of life and good health of its employees, and to strengthen its corporate culture, Nea Odos offers additional benefits:

- Counselling Support: Nea Odos provides employees and their family members with anonymous access to a 24-hour Counselling Helpline.
- Meal card: It is available at all GEK TERNA Group companies based on an internal policy.
- Provision of healthy food daily: Healthy snack foods (fruit, dairy products, such as yoghurt, puddings, grain protein bars, whole wheat foods) and organic beverages (tea, coffee) are made available to employees at the company's main buildings.

At Nea Odos, working conditions foster volunteerism, teamwork and community connection, with direct benefits to employee psychology.

Nea Odos Volunteer Blood Drive Programme: "Path of Life"

Since 2016, Nea Odos and Kentriki Odos have been building up a stockpile of blood units, ensuring a reserve for employees and their families in case of an emergency. In a spirit of solidarity, voluntary blood donation and participation in the Blood Donors Association "Path of Life" voluntary blood drive is encouraged.

BLOOD DRIVE RESULTS

4

Cooperation with 4 hospitals (Attica: Red Cross – Ioannina: University Hospital of Ioannina – Klokova: University Hospital of Patras – Trikala: Trikala General Hospital).

91

people participated (Nea Odos: 69 people, Kentriki Odos: 22 people)

79

79 of which donated blood.

Sports

Aiming to promote exercise and wellness, in 2024, Nea Odos actively encouraged its employees to adopt a sporty lifestyle:

- Competitive corporate exercise packages: In cooperation with one of the largest gym chains in Greece, the company offered the option of subscribing at special discount prices. Employees, based on their needs and interests, participated in individual and group, modern and specialised exercise programmes.
- Subsidy for team participation in road races: For yet another year, the B2Run and Greece Race for the Cure events provided opportunities for the running team of Nea Odos and Kentriki Odos to participate jointly. For the 16th Greece Race for the Cure in particular, staged by the Pan-hellenic Association of Women with Breast Cancer "Alma Zois", the companies donated transceivers with toll-free passes for the winners of the race.

Pet Friendly Offices

Recognising the benefits of employees and pets co-existing in the workplace, Nea Odos and Kentriki Odos have allowed the presence of the latter in the offices under certain conditions, with close supervision by their owners. This initiative takes into account improving the mood and productivity of employees and is linked to increasing job satisfaction. For this purpose, a relevant internal procedure has been drafted to set out the conditions for the presence of pets at the company, while relevant posters have been posted in the offices to promote this initiative.

5.7 PARTICIPATION IN TALENT RECRUITMENT EVENTS

In order to meet candidates for current or future job openings, the Human Resources Department of Nea Odos and Kentriki Odos, through the GEK TERNA Group, took advantage of its presence at the following events:

ACG 1st Graduate Career Forum 2024

in collaboration with the American College of Greece

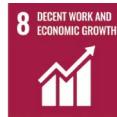
Career Days

in cooperation with the Public Employment Agency (DYPΑ) in Athens and Ioannina

Career Days

in cooperation with the University of Ioannina

Sustainable Development Goals



TOPIC	GOAL 2024	PROGRESS 2024	GOAL 2025
Employee training	<p>Operator: Total training hours / total employees >5</p> <p>Nea Odos: Total training hours / total employees >15</p>	2,9	<p>Operator: Total training hours / total employees >5</p> <p>Nea Odos: Total training hours / total employees >15</p>
Communication and initiatives with human resources	Conducting the annual engagement and satisfaction survey	Implementation in 2025	Implementation in the second half of 2025
Health and Safety	<p>Participation in Health and Safety trainings</p> <p>1 emergency evacuation drill at all facilities with permanent staff presence for Nea Odos and Kentriki Odos</p> <p>1 emergency evacuation drill at headquarters</p>	<p>139 participations*</p> <p>19 of the 24 facilities</p> <p>Conducted at headquarters</p>	<p>Participation in Health and Safety trainings</p> <p>1 emergency evacuation drill at all facilities with permanent staff presence for Nea Odos and Kentriki Odos</p> <p>1 emergency evacuation drill at headquarters</p>
Annual recertification	Annual recertification: ISO 45001	Completed	Annual recertification: ISO 45001

*Refers to both Nea Odos and Operator together

CH.

06

Being there
for the Society



In the context of active social responsibility, **Nea Odos cooperates** consistently with the local communities adjacent to the motorways under its responsibility, the Local Authorities, NGOs and other strategic partners.

The company supports strategic actions and achieves long-term and measurable results focusing on the following areas:

- Education and information on road safety issues
- Social solidarity
- Environment
- Sports
- Culture
- Care for animals
- In-Kind Donations

AT A GLANCE

€114,2

million in social development (social product).

648

students trained in road safety through the "Safe Cycling" programme.

€59.790

in sports activities support actions

247.690

toll-free passes for vehicles carrying persons with disabilities and for volunteer organisations.



In 2024, Nea Odos contributed to social development and created a social product with its activity amounting to **€114.2 million**.

Annual Contribution to Social Development - Social Product*	2024	2023	2022	2021
Payments to suppliers (excluding materials and intercompany transactions)	62.060	53.793	45.062	49.239,77
Employee wages and benefits (including insurance contributions)	1.556,3	1.539,1	1.506	6.264,43
Payments to capital providers	49.408,0	44.229,7	34.139,8	35.270,82
Actions, sponsorships, donations and Corporate Social Responsibility structures	1.240,6	979,3	686,6	953,35
Total	114.264,9	100.541,1	81.394,4	91.728,37

*in thousand €

TOTAL FOR 2024

€114.264,9

Total Investment in Actions	Amount (in €)
Education and information on road safety issues	15.838,40 €
Social solidarity	11.700,00 €
Infrastructure*	303.481,40 €
Environmental actions	4.485,55 €
Sports	59.790,00 €
Culture	34.969,36 €
Care for animals	17.489,00 €
Toll passes	511.392,38 €
Total	959.146,09 €

*Includes vehicle donations

TOTAL

€959.146,09

Since its launch, Nea Odos has been actively focusing on road safety and minimising road accidents.

Throughout the year, the company conducts experiential activities as part of campaigns to raise road safety awareness and provide information for drivers, as well as staging educational activities aimed at children. The topics covered include driving behaviour, driving in severe weather conditions, proper driving behaviour on motorways, special road safety factors in tunnels, proper use of child car seats, non-aggressive and environmentally conscious driving, and others. At the same time, detailed general safety tips for driving in difficult weather conditions inside tunnels and elsewhere are posted on the company's website, while road safety messages are also posted on social media channels very often, especially during periods of expected high traffic load.

"Sirios" Driver Training Park

The Nea Odos "Sirios" Driver Training Park is located at the Malakassa MSS and focuses on the promotion of road safety through the implementation of educational and informational programmes

The "Sirios" Driver Training Park has hosted important road safety awareness actions over the years, while in 2024, it was associated with the Super Special Stage route of the 71st EKO Acropolis Rally and the training of guide dogs accompanying people with visual impairments. At the same time, in cooperation with the "Panos Mylonas" Road Safety Institute - IOAS, part of the "Safe Cycling" programme is also implemented at the park.

THE INVESTMENT AMOUNTS TO

€1m.

and complies with the Road Traffic Code, the standard designs of the Model Driver Training Park (Ministry of Infrastructure and Transport, 2008), the Road Works Design Guidelines (vertical and horizontal road markings), and the Project Design Regulation.

"Safe Cycling" programme

in cooperation with the "Panos Mylonas" Institute of Road Safety-IOAS since 2015

2024

648

students learned to cycle while respecting traffic rules.

"SAFE CYCLING" PROGRAMME 2015-2024

>10.000

primary school pupils.



11

Taking part in the programme were 11 primary schools in Attica with 41 teachers.

4

regions (Central Greece, Thessaly, Epirus and Western Greece).

"Together we invest in prevention, starting from the beginning: educating children. With the support of Nea Odos and Kentriki Odos, we have trained more than 20,000 students in the areas through which the motorways pass. Our cooperation proves that with a shared commitment to education and a culture of safe driving, we can shape a new generation of responsible citizens and envision a future free of road accidents."

Vasiliki Danelli-Mylona
President of the "Panos Mylonas" Road Safety Institute - IOAS

The project focuses on raising awareness amongst primary school students on the safe use of bicycles and on the cultivation of road safety decision making.

This initiative is fully consistent with Nea Odos' long-standing commitment to promote road safety by investing in the new generation, in all regions of Greece (Central Greece, Thessaly, Epirus and Western Greece) transected by the motorways it operates and manages.

European Road Safety Charter

TOTAL INVESTMENT IN INFORMATION AND AWARENESS-RAISING ACTIONS:

€15.838,40

€24.436 in 2023

6.3 SOCIAL SOLIDARITY ACTIONS

In 2024, Nea Odos supported the work of selected charities, institutions, associations and NGOs.

Nea Odos and Kentriki Odos support the European Road Safety Charter. Charter members exchange know-how and best practices, while evaluating their progress in order to continuously improve road safety at a pan-European level.

Hellenic Red Cross

"Smile of the Child" organisation

"Illahtida" - Panhellenic Association of Support and Assistance for Paraplegics and People with Special Needs

Social Grocery of the Municipality of Thermo, Aetolia-Acarnania

Social Grocery of the Municipality of Nikolaos Skoufas, Arta

"Lara" School of Guide Dogs for the Blind

For yet another year, Nea Odos sponsored 2 landmark conferences for public dialogue on the development of the Region of Central Greece:

- The Thermopylae Forum 2024, co-organised by LamiaReport News Organisation and the Hellenic Institute of Entrepreneurship and Sustainable Development, and
- The Star Forum 2024, organised by STAR Central Greece

Support for the "Iliahida" Association

In 2024, Nea Odos supported the work of the "Iliahida" – Panhellenic Association for the Support and Assistance of Paraplegics and People with Special Needs by assuming the cost for the purchase of a computer for its offices. The organisation focuses on the moral and financial support of families with persons with special needs, as well as supporting centres, foundations and educational institutions that provide accommodation and care for such individuals.

Standing by "Smile of the Child"

In support of the "Smile of the Child" organisation, Nea Odos donated school supplies to cover part of the needs of the school year, while at the same time it installed piggy banks for anonymous donations at the Customer Service Points.

€11.700

In 2024, the total support for social solidarity actions amounted to €11,700 (€7,844.19 in 2023)

6.4 IN-KIND DONATIONS

Persons with disabilities (PWD) pass through the Nea Odos free of charge. In addition, the company offers toll-free passes to volunteers doing community work.

Practical support to Persons with Disabilities (PWD)

	2024			2023			2022		
	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos
Toll-free passes for Persons with Disabilities	241.831	162.190	79.641	193.600	126.243	67.357	154.893	101.206	53.687
Investment (€)	697.524,92	489.206,94	208.317,98	519.565	353.422,10	166.142,70	413.657,3	282.150,8	131.506,5

2024

241.831

toll-free passes for vehicles belonging to persons with disabilities (PWD)

697.524,92

total value (€)

5.859

toll-free passes were provided to volunteers travelling to offer voluntary work.

25.014

total value (€)

Bodies Representing Vulnerable Social Groups:

Argyros Persons with Disabilities
Thiva Archaeological Service
Volos General Hospital
Lamia General Hospital
City of Athens Select Special Missions Team
IOAS Road Safety Institute (IOAS)
Hellenic Society for the Protection of Animals the National Public Health Organization (EODY)
KETHEA

Volunteer Forest Firefighting Association of Afidnes
Social Protection Centre
Thiva General Hospital
Association for Persons with Disabilities of N. Fthiotida
"Smile of the Child" organisation
Volunteer instructors at the Eleonas prison in Thiva

€511.932,38

In 2024, actions focusing on toll-free passes amounted to €511,932.38 (€534,897 in 2023)

Understanding the contribution of sports to personal health and social cohesion, Nea Odos supports sporting activities and bodies that encourage the active participation of young people.

71ο EKO Acropolis Rally

The Hellenic Paralympic Committee
HAC SEGAS
Orchomenos Athletic Association
6th International Girls Volleyball
Tournament
Panerythraikos Athletic Association V
olleyball Department
Prometheus Chalkeia (Gavrolimni)
Sports Club of Nafpaktia
4th Thesprotiko Road Race
Anoixi Athletic Club
Kokkino Football Club
Flamingo - Mesologgi Athletic Association
Nafpaktos Football Club
Amazones Volleyball Team
Lepanto Running Club of Nafpaktos
Thiva Sports Association
Panerythraikos Basketball Team
Panaetolikos
Athletic Club AGROTIS of Tragana•
Olympico Team
Neochori Arta Sports Association
NGO Nafpaktos Green Blue

As ambassadors of road safety and environmental protection, Nea Odos and Kentriki Odos sponsored the EKO Acropolis Rally for the fourth consecutive year.

As part of the cooperation, the EKO Super Special Stage route, with a total length of 1.97 km, was held at the Nea Odos facilities. More specifically, the route was laid out in the area surrounding the Malakassa "Sirios" MSS and on a section of the motorway, in the direction from Lamia to Athens. The initiative captured the interest of the drivers and their teams, as well as of some 15,000 spectators and TV viewers in 150 countries.

For the purposes of the event, there was a diversion onto a lane travelling in the opposite direction, with minimal disruption to traffic.

In partnership with the "Panos Mylonas" Road Safety Institute - IOAS once again, Nea Odos and Kentriki Odos presented the following 3 experience simulations aimed at accident prevention at the opening of the event:



Passing of the Olympic Flame 2024

The Hellenic Paralympic Committee

Vehicle rollover simulation
In addition, they were informed about the correct use of seat belts and the dangers of loose objects in the vehicle. In addition, they experienced the necessity of seat belts for all passengers in the event of a car rollover..

Impact simulation
In a controlled experience of a fixed-point collision at very low speed, the audience participated in a discussion about seat belt use, even at low speeds, within the urban environment.

Simulation of driving under the influence of alcohol

Participants, wearing goggles that simulated a state of intoxication, experienced what it is like to drive under the influence of alcohol. Using the Wrong Side of the Road app, they understood the consequences of drunk driving and the importance of responsible driving.

"The highlight of our cooperation with Nea Odos was the EKO Super Special Stage 2024 event held at the "Sirios" MSS. An event with zero energy footprint, as all the energy consumed was produced by the photovoltaic canopy covering the parking spaces of the facility."

Takis Pournarakis
President, MotorSport Greece

Ensuring the smooth course of the Olympic Torch Relay, Nea Odos and Kentriki Odos provided all their services on the motorways under their responsibility and contributed to the success of the event.

Highlighting the value of inclusion in sport, Nea Odos and Kentriki Odos have been supporting the work of the Hellenic Paralympic Committee for more than 10 years. Following the 17th Paralympic Games in Paris, a representative of the companies presented the award to Paralympic Taekwondo champion Christina Gentzou.

"The contribution of Nea Odos and Kentriki Odos is not limited to financial support, but extends to the recognition and promotion of the values of sport and social inclusion that the Paralympic Games stand for. Through this cooperation, we are able to enhance the preparation of our athletes, improve their training conditions and offer them more opportunities to excel at international level."

Ioanna Karyofylli
President of the Hellenic Paralympic Committee

€59.790

In 2024, we supported sports activities with total resources of €59,790 (€75,122 in 2023)

6.6 ACTIONS TO PROMOTE CULTURE

The promotion of local cultural heritage and the special value of the areas adjacent to the motorways under the responsibility of Nea Odos is a commitment for the company, as it plays a key role in local development.

Nea Odos and the "Diazoma" Association:
A Strategic Partnership for Culture, Education and the Environment

Digital "Tours" for All

Connecting the past to the present, "Tours", the "Diazoma" Association's digital tool, maps the cultural and environmental features of areas adjacent to the company's motorways and highlights their customs, traditions and mythology. "Tours" includes a set of audiovisual guided tours, which are available on demand to users of mobile and fixed technology devices. In an easy and enjoyable way, young and old learn about nature, history and traditions related to the 200 points of interest open to visitors.

31.060

audio tours about Nea Odos were conducted by December 2024



Avenues of Nature and Culture

For better accessibility to sites of high environmental and cultural value, the "Diazoma" Association designed the "Avenues of Nature and Culture" programme. As part of the programme, which Nea Odos has long supported, unified signposting is placed to indicate natural and cultural monuments and make it easier to visit them.

Holistic Cultural Tourism Programmes

Contributing to the cultivation and promotion of Cultural Tourism, Nea Odos supports the following Holistic Cultural Tourism Programmes of the "Diazoma" Association:

- "Business cluster": It concerns a model of participatory governance in the cultural heritage sector by similar undertakings.
- "Destination Management/Marketing Organisation": By enhancing tourism and sustainable development, the cultural routes are promoted as part of a Local Support and Development Pact that links productive actors at the regional level and creates the conditions for increasing the number of visitors.

Study on Enhancing Accessibility to Archaeological Sites in Arta



D I A Z O M A

In 2024, Nea Odos co-funded the "Diazoma" Association's study on the construction of a single network of routes of the archaeological sites in the centre of Arta which are open to visitors. This route will contribute to the promotion of cultural monuments, attracting travellers and residents from the wider region.

The project interconnects monuments of different historical periods, such as the emblematic Bridge of Arta, the archaeological museum and the medieval castle of the city, the wall, the Western Necropolis, the small theatre and the Temple of Apollo of ancient Amvrakia, as well as the Byzantine churches of Agios Vasileios and Agia Theodora, the post-Byzantine church of Agios Markos and the magnificent Byzantine church of Parigoritissa.

Aimed at bolstering the development of the Epirus Region, the study focuses on the infrastructure (routes, parking spaces, signage, plantings, etc.) that facilitate visits to historical monuments via hiking, cycling and public transport.

"From the very first moment of our cooperation with Nea Odos and Kentriki Odos, our great expectation and priority was and continues to be sustainable development at local, regional and national level.

Typical examples are the "Route to Ancient Theatres, Nature and Culture in Epirus", the "Nature and Culture Route of Central Greece - Oedipus" and the "Attica Trilogy: Elefsina, Athens, Lavrio" in the Region of Attica, the "Culture-Tourism Route in Thessaly", the Cultural-Main Route of the city of Arta and so on, in which Nea Odos and Kentriki Odos are key supporters and fellow travellers."

Stavros Benos
President of the "Diazoma" Association

Photometria International Photography Festival 2024

Nea Odos participated as a sponsor-supporter in the Photometria International Photography Festival 2024, the biggest cultural event of the Ioannina art scene, which showcases the photographic and cinematographic work of artists from Greece and abroad. The festival programme included solo and group exhibitions of photography and photography books, presentations of short films, documentaries, animation and video art, as well as photography seminars.

6.7 ENVIRONMENTAL PROTECTION ACTIONS

Support for Environmental Agencies

Taking care of the wider area of the motorways under its responsibility, Nea Odos supports the voluntary environmental work of local organisations and agencies:

- Kapandriti-Polydendri Volunteer Group
- Volunteer Fire Safety Team of Nea Politia Oropou
- Agios Stefanos Volunteer Civil Protection Association
- Forest Firefighting Volunteers of Rodopoli

Sponsorship of Recycling Infrastructure at the 5th Lamia Middle School

In order to cultivate an environmental culture amongst the citizens of tomorrow, Nea Odos donated recycling bins to the 5th Lamia Middle School to help raise students' awareness of the reuse of materials.

€38,969.36

In 2024, we supported cultural and environmental actions with total resources of €38,969.36 (€27,339.65 in 2023)

6.8 CARE FOR ANIMALS

Animal welfare is especially important to Nea Odos and its employees.

The company culture emphasises animal welfare, and employees' pets are welcome in the head office areas.

Actions for the Protection of Stray Animals and Drivers

In conjunction with driver safety, the protection of stray and non-domesticated animals entering motorways under Nea Odos' responsibility is particularly important.

To enhance animal and driver safety and prevent risks, the company takes the following protective measures:

- Installation of additional fencing: The installation and maintenance of fencing along motorways to a great extent ensures the smooth and safe flow of traffic. To prevent animals from entering the motorway, we reinforce damaged fences and install new ones throughout the year.
- Installation of devices to prevent animals from entering the motorway. The devices are placed at motorway entry and exit junctions and emit an acoustic signal to repel animals and divert them away from these points.

Cooperation with Animal Welfare Associations

For many years, Nea Odos has been cooperating with the Hellenic Society for the Protection of Animals, which offers tried-and-true guidance on the optimal management of incidents involving stray animals.

The company covers the costs for the pick-up and transport, veterinary control, vaccination, monitoring, accommodation at specially designed recovery facilities, and the medical care of the stray dogs collected from the motorway.

At the same time, the company supports the work of the Liberty Guide Dogs Association and "Lara" - Non-Profit Organisation by offering the Driver Training Park at the Malakassa "Sirios" MSS for the training of guide dogs accompanying people with visual impairments. The company also contributes to the activities of local animal welfare associations in the areas adjacent to the motorways under its responsibility.

Support of the Hellenic Society for Equine Welfare (ESPI)

True to its commitment to ensuring the well-being of animals, Nea Odos made a financial donation to support the Hellenic Society for Equine Welfare (ESPI) for the care of formerly abused and abandoned horses, donkeys and mules and the creation of better living conditions for them.

€17.489

In 2024, the economic value of our actions amounted to €17,489 (€7,766 in 2023)

6.9 LINK TO THE SUSTAINABLE DEVELOPMENT GOALS AND GOAL SETTING

Sustainable Development Goals



TOPIC	GOAL 2024	GOAL 2024	GOAL 2024
Blood Bank	Repetition of blood donation	Participation of 50 Nea Odos employees	Repetition of blood donation
Management system for stray animals	Maintaining and reinforcing cooperation with the Hellenic Animal Welfare Society	Protection of strays found on the motorway	Maintaining and reinforcing cooperation with the Hellenic Animal Welfare Society
Strengthening partnerships	Using the platform to engage the local community	31,060 audio tours for platform visitors	Using the platform to engage the local community
	Continuing education and awareness-raising actions on road safety	Multiple actions at the Driver Education Park	Continuing education and awareness-raising actions on road safety

Annex

STAKEHOLDER GROUPS	EXPECTATIONS/ MAIN ISSUES	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY	COMMUNICATION OUTCOMES
Employees	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Meetings between employees and management representatives Email correspondence Newsletters HR Open-door policy Personal communication Commitment survey Sustainable Development Report CSR Scorecard Online and social media presence 	Continuous	<ul style="list-style-type: none"> Establishment of Development Centres Action to improve the working environment Recognize the company as a fair employer Increase efficiency Reduction of leaves Improvement of infrastructure Upgrading signage Stabilization of safety feeling in the motorway Quality and immediate customer service Provision of discount programmes Greater understanding of future issues that may arise or potential price increases
Motorway Drivers	<ul style="list-style-type: none"> 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 Kilometre-based tolling rates Toll rates, discount policy 	<ul style="list-style-type: none"> 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 Sustainable Development Report CSR Scorecard and online engagement survey Email / contact forms Road Side Surveys (RSS) MyOdos App 	Daily	<ul style="list-style-type: none"> Open dialogue and support of the local community Increasing revenue of local businesses Attractive working environment and improvement of the image of Nea Odos as an employer
Local Communities	<ul style="list-style-type: none"> Stimulate the local economy by creating new jobs Indirect positive financial effects and development of the wider region Improve standard of living Sponsorships - charity initiatives and social investments Respect and protection of local environmental wealth Retain high level of service 	<ul style="list-style-type: none"> Meetings with representatives of local communities Consultation with local associations and bodies of residents Local media 	On regular time intervals/ Daily	<ul style="list-style-type: none"> Open dialogue and support of the local community Increasing revenue of local businesses Attractive working environment and improvement of the image of Nea Odos as an employer
Local Government	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Direct communication with administrative structures at local level 	On regular time intervals	<ul style="list-style-type: none"> Collaboration for voluntary initiatives
Shareholders	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Board of Directors meetings and General Assemblies Regular reporting Company website Balance Sheets and Financial Statements Sustainable Development Report CSR Scorecard and online engagement survey Correspondence and business meetings Certifications 	On regular time intervals	<ul style="list-style-type: none"> Detailed recording of the environmental and social impacts of company's operation and their disclosure through the Sustainable Development Report Adopt new practices, better resource management and improved crisis response
NGOs	<ul style="list-style-type: none"> Support NGOs goals Economic support Public awareness 	<ul style="list-style-type: none"> According to company policies 	On regular time intervals	<ul style="list-style-type: none"> Develop joint awareness campaigns Strengthen the social profile of the company Link business operation with social causes
Activists	<ul style="list-style-type: none"> Reduction of toll rates which are not subject to corporate decisions 		When deemed necessary	<ul style="list-style-type: none"> Interventions where possible to ensure smooth driver service
Ministries and Structures of Public Administration	<ul style="list-style-type: none"> 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 		On regular time intervals/ Daily	<ul style="list-style-type: none"> Correspondence, phone communication and work meetings Workshops / Representative meetings Official reports Visits, inspections Sustainable Development Report CSR Scorecard and online engagement survey

Annex

STAKEHOLDER GROUPS	EXPECTATIONS/ MAIN ISSUES	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY	COMMUNICATION OUTCOMES
Emergency Services	<ul style="list-style-type: none"> ■ Compliance with laws ■ Support to Emergency Services work (Traffic Police, Ambulances, Fire Department, Civil Protection etc.) ■ Effective communication and cooperation ■ Technical equipment 	<ul style="list-style-type: none"> ■ Scheduled and unscheduled meetings with Emergency Services representatives ■ Correspondence, phone communication and work meetings 	Daily	<ul style="list-style-type: none"> ■ Carrying out readiness exercises at a more intensive pace ■ Effective incident/crisis management
Financial Institutions	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ Correspondence, phone communication and work meetings ■ 3 and 6-month reports ■ Official reports ■ Sustainable Development Report ■ CSR Scorecard and online engagement survey 	On regular time intervals	<ul style="list-style-type: none"> ■ Study of social and environmental risks ■ Project Financing/ Instalment Disbursement
Institutions, Associations, Academic Community	<ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ■ Exchange of knowledge and know-how 	<ul style="list-style-type: none"> ■ Participation in conferences and seminars 	<ul style="list-style-type: none"> ■ Review and re-adjustment of practices

STAKEHOLDER GROUPS	EXPECTATIONS/ MAIN ISSUES	COMMUNICATION MECHANISMS	COMMUNICATION FREQUENCY	COMMUNICATION OUTCOMES
Media Communication	<ul style="list-style-type: none"> ■ Clear strategic plan, which includes relations with journalists and mass media ■ Constant updates and exclusives ■ Advertising costs 	<ul style="list-style-type: none"> ■ Public Relations/Marketing Department ■ Correspondence and telephone communication ■ Interviews/interventions ■ Online press releases ■ Personal communication ■ Social media and video distribution platforms 	On regular time intervals/ Daily	<ul style="list-style-type: none"> ■ Informing the public ■ Effective corporate reputation management
Other motorways	<ul style="list-style-type: none"> ■ Perfect coordination at the interface points ■ Collaboration, sharing of knowledge and addressing common issues "at the sector level" ■ Adoption of common good risk and opportunity management practices ■ Interoperability ■ Healthy competition ■ Promotion of sectoral issues 	<ul style="list-style-type: none"> ■ Email ■ Telephone communication ■ Hellostron meetings 	On regular time intervals	<ul style="list-style-type: none"> ■ Adoption of common practices and exchange of know-how and information ■ More effective management of road safety issues with an emphasis on prevention
Operations	<ul style="list-style-type: none"> ■ Collaborate, share knowledge and address common issues ■ Immediate response to Health and Safety issues 	<ul style="list-style-type: none"> ■ Personal communication ■ Email ■ Telephone communication 	Continuous	<ul style="list-style-type: none"> ■ Harmonization of systems ■ Adoption of common practices ■ Exchange of know-how and information ■ More effective management of road safety issues with an emphasis on prevention
Toll Passes By Vehicle Category	Total Nea Odos	A.Th.E.	Total Nea Odos	Ionia Odos
Category 1	386.914	276.581	386.914	110.333
Category 2	36.967.037	26.756.092	36.967.037	10.210.945
Category 3	3.642.852	2.792.287	3.642.852	850.565
Category 4	4.644.813	3.390.935	4.644.813	1.253.878

Manhours For Road Maintenance

Road Maintenance per Category	2024			2023			2022		
	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 Drainage System	8.947,76	5.604,69	3.343,07	10.874,83	6.168,93	4.705,90	15.465,35	9.365,95	6.099,40
Signage Bridges	81,00	80,00	1,00	383	310	73	-	-	-
Motorway Safety and Protection Equipment	10.386,74	5.712,27	4.674,47	8.507,32	4.833,57	3.673,75	14.514,48	10.119,72	4.394,77
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	4.253,90	3.497,17	756,73	3.238,80	2.845,35	393,45	7.124,90	6.539,37	585,53
Cleanliness	45.670,15	17.654,15	28.016,00	47.719,21	19.499,42	28.219,79	42.243,97	22.034,03	20.209,94
Buildings	9.724,73	8.263,00	1.461,73	3.604,93	2.126,43	1.478,50	5.451,41	4.231,41	1.220
Other (transportation, materials, tidiness, etc.)	16.356,28	15.474,28	882,00	11.166,63	10.232,33	934,3	9.797,37	8.493,32	1.334,05
Road Surface	10.957,83	5.134,73	5.823,10	9.333,65	3.292,75	6.033,90	11.254,10	6.316	4.938,10
Green Areas and Trees	46.278,32	22.962,75	23.315,57	41.220,02	19.525,72	21.694,30	49.992,38	24.651,82	25.340,57
Firefighting	0,00	-	-	1.03	0,7	0,33	0,27	0,07	0,2
Motorway Signage	19.700,05	17.579,77	2.120,28	5.956,40	4.879,18	1.077,22	11.208	9.187,70	2.020,30
Tunnels, Cut and Cover, Landfills and Trenches	4.029,96	2.938,83	1.091,13	1.089,98	833,35	256,63	2.912,08	2.200,98	711,1
Common and Special Bridges	375,86	347,18	28,68	324,74	283,62	41,12	306,1	280,62	25,48
Support Walls and Avalanche Retaining Walls	178,18	146,00	32,18	212,4	145,28	67,12	243,42	148,9	94,52
Winter Maintenance	13.148,30	10.765,30	2.383,00	31.720,50	25.248,50	6.472	56.792,99	48.648,70	8.144,29
Total	190.089,07	116.160,12	73.928,95	175.353,44	100.232,13	75.121,31	227.306,82	152.188,58	75.118,24

Manhours For Road Infrastructure Inspection

Road Infrastructure per Category	2024			2023			2022		
	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 Drainage System	2.023,55	562,55	1.461	2.173,83	595,7	1.578,13	1.590,65	756,42	834,23
Signage Bridges	4,43	3,52	0,92	215,45	0,45	215	7,32	2,8	4,52
Motorway Safety and Protection Equipment	4.825,48	984,17	3.841,32	2.665,20	1.015,92	1.649,28	4.315,39	1.028,39	3.287
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	350	160	190	1.483,40	835,9	647,5	1.257,90	900,85	357,05
Cleanliness	83	-	83	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	70	-	70
Other (transportation, materials, tidiness, etc.)	36	-	36	-	-	-	-	-	-
Road Surface	1.347,07	283,82	1.063,25	871,48	171,45	700,03	1.703,40	961,77	741,63
Green Areas and Trees	1.338	1.252	86	665	201	464	147	62	85
Motorway Signage	1.214,83	220,78	994,05	1.732,30	255,57	1.476,73	619,22	325,45	293,77
Tunnels, Cut and Cover, Landfills and Trenches	1.168,43	242,83	925,60	1.165,40	208,37	957,03	875,27	286,03	589,23
Common and Special Bridges	941,38	214,10	727,28	956,92	149,37	807,55	800,02	119,6	680,42
Support Walls and Avalanche Retaining Walls	385	174	211	407	173	234	336	177	159
Winter Maintenance	907	760	147	1.284	1,142	142	3,937	3.797	140
Total	14.624,18	4.857,77	9.766,42	13.619,99	4.748,72	8.871,27	15.659,16	8.417,31	7.241,85

Manhours For Road Infrastructure Repairs

Road Infrastructure per Category	2024			2023			2022		
	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 Drainage System	588,84	6,97	581,87	86,89	23,22	63,67	230,35	13,4	216,95
Motorway Safety and Protection Equipment	4,443,73	2,647,55	1,796,18	5,368,35	3,131,25	2,237,10	5,937,40	4,034,27	1,903,13
Shoulder, Traffic Islands, Kerbs-Gutters and Sidewalks	50,27	30,20	20,07	107,73	21,3	86,43	168,67	16,53	152,13
Buildings	174,42	69,63	104,78	334,68	126,55	208,13	325,93	80,23	245,7
Other (transportation, materials, tidiness, etc.)	8	-	8	32	22	10	45,5	-	45,5
Road Surface	1,970,47	447,60	1,522,87	2,273,61	743,2	1,530,41	1,898,55	1,156,62	741,93
Green Areas and Trees	-	-	-	11	11	-	13	-	13
Motorway Signage	834,47	353,17	481,30	608,68	174,2	434,48	386,37	152,59	233,78
Tunnels, Cut and Cover, Landfills and Trenches	16	-	16	-	-	-	93,2	6,5	86,7
Common and Special Bridges	-	-	-	12	12	-	-	-	-
Support Walls and Avalanche Retaining Walls	-	-	-	-	-	-	8,7	-	8,7
Total	8,086,19	3,555,12	4,531,07	8,834,94	4,264,72	4,570,22	3,170,27	1,425,88	1,744,40

Towed Vehicles	A.Th.E.			Ionia Odos			Schimatari - Chalkida		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Conventional Vehicle Recovery	3,887	3,809	3,900	1,902	1,913	1,804	135	128	
Heavy Vehicle Recovery Unit	531	554	676	341	275	290	4	10	
Total	4,418	4,363	4,576	2,243	2,188	2,094	139	138	

Total Incidents By Category	2024			2023			2022			Traffic Management Indicators
	A.Th.E	Ionia Odos	Schimatari - Chalkida	A.Th.E	Ionia Odos	Schimatari - Chalkida	A.Th.E	Ionia Odos	Schimatari - Chalkida	
Vehicles breakdown	20,433	20,782	20,511	Vehicle kilometres travelled (million km)			1,730	574	N/A	
Obstacles - spillage - moving hazard	9,731	8,931	9,193	Incidents identified by Patrol - Company employees			12,875	6,502	778	
Other incidents	3,657	3,860	3,985	Incidents identified by the four-digit emergency number			4,449	2,080	106	
Accidents and crashes	1,642	1,660	1,430	Incident detected through ERT			3	-	-	
Abandoned vehicles	341	362	412	Incident detected from CCTV and AID			1,689	3,819	39	
Total	35,804	35,595	35,531	Incidents detected by Police, Roadside assistance or third parties			2,600	807	57	
						Average incident clearing time (minutes)	98,90	51,50	103	

Immobilised Vehicles Incidents	2024			2023			2022			
	A.Th.E	Ionia Odos	Schimatari - Chalkida	A.Th.E	Ionia Odos	Schimatari - Chalkida	A.Th.E	Ionia Odos	Schimatari - Chalkida	
Flat tire	2,824	1,122	124	2,945	1,158	91	2,729	1,100	85	
Mechanical failure	7,790	4,326	346	7,768	4,274	340	7,295	4,235	325	
Fuel	807	367	49	839	421	25	978	404	57	
Other	884	657	27	942	870	24	957	1,314	37	
Unrecorded	1,137	903	35	1,106	971	36	955	653	33	
Total	13,442	7,375	581	13,600	7,694	516	12,914	7,706	537	
Driver sickness (it is a separate event and it is not included in the report of immobilized vehicles)						77	29	0	69	
						33	2	74	33	
									4	

Emergency Call Centre Data						
	2024			2023		
	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos
Incoming calls	104.150	78.477	25.673	112.576	85.064	27.512
Answered calls	103.895	78.290	25.605	111.819	84.380	27.439
Percentage of answered calls	99,8%	99,8%	99,8%	99,33%	99,20%	99,73%
Average call durations (in seconds)	43,65	43,65	43,65	42,65	42,65	42,64

Call Centre Topics By Category						
	2024			2023		
	Total Nea Odos	A.Th.E.	Ionia Odos	Total Nea Odos	A.Th.E.	Ionia Odos
Safety	1,9%	2,4%	0,9%	1,80%	2,30%	1,10%
Traffic	33,3%	32,8%	34,3%	31,70%	32%	31,30%
Maintenance	32,7%	31,5%	34,9%	34,40%	32,30%	37,80%
Patrols	24,4%	23,5%	25,9%	23,80%	22,80%	25,50%
Other	7,7%	9,9%	3,9%	8,30%	10,60%	4,30%

Aggregate Request Analysis			
	Total	Call Center	Written Communication
	Number	%	Number
Signage	85	0,4%	84
Traffic and Safety	5.672	23,9%	5.634
Toll Operation	8.637	36,5%	5.275
Trade policy	6.582	27,8%	5.709
Project	41	0,2%	40
Claims for compensation	362	1,5%	346
User requests	185	0,8%	118
Interoperability	1.236	5,2%	1.203
Other	894	3,8%	834
Total	23.694	100%	19.243
			100%
			676

Aggregate Analysis Of Complaint Topics By Category			
	Total	Call Center	Written Communication
	Number	%	Number
Signage	56	1,4%	40
Traffic and Safety	571	14,6%	508
Toll Operation	2.768	70,5%	2.275
Trade policy	55	1,4%	47
Claims for compensation	126	3,2%	105
User requests	24	0,6%	14
Interoperability	200	5,1%	155
Negative comments	43	1,1%	35
Other	81	2,1%	69
Total	3.924	100%	3.248
			100%
			676

Customer Care Call Centre - Topics By Category			
	Total Nea Odos	A.Th.E	Ionia Odos
	Number	%	Number
Safety	0,8%	0,9%	0,8%
Traffic	1,5%	1,6%	1,3%
Maintenance	0,4%	0,3%	0,6%
Toll Operation	4,4%	5,0%	3,2%
Electronic Toll Collection Operation	83,6%	82,4%	86,3%
Commercial Topics	4,7%	5,0%	4,0%
Compensation Claims	0,4%	0,4%	0,4%
Other	4,5%	4,8%	3,6%

Waste Management	Nea Odos			Operator	Total
	Varibobi	A.Th.E.	Ionia Odos		
Hazardous Waste Diverted (Kg)					
Computers/Electrical Devices/Equipment	282	323	188	511	793
Lamps	-	60	60	120	120
Ink/toner	22	12	-	12	34
Mixed batteries (AFIS)	44	-	70	70	-
Lead-acid, nickel-cadmium batteries	-	224	5.537	5.761	5.761
Vehicle lubricants	12	903	912.3	1.815.3	1.827.3
Generator lubricants	-	-	1.700	1.700	1.700
Antifreeze fluids	-	-	1.769.8	1.769.8	1.769.8
Total of Hazardous Waste Diverted (Kg)	360	1.522	10.237.1	11.759.1	12.119.1
Hazardous Waste That is NOT Diverted (Kg)	-	-	-	-	-
Total of hazardous waste that is NOT diverted (Kg)	-	-	-	-	-
Total Hazardous Waste	360	1.522	10.237.1	11.759.1	12.119.1
Non-Hazardous Waste Diverted (Kg)					
Vehicle tyres	40	5.192	4.144	9.336	9.376
Compost	-	-	-	-	-
Cigarette butts	1.8	0.7	-	0.7	2.5
Paper & cardboard	-	11.035	-	11.035	11.035
Espresso coffee capsules	273.1	-	-	-	273.1
Total of Non-Hazardous Waste Diverted	314.9	16.227.7	4.144	20.371.7	20.636.6
Non-Hazardous Waste That is NOT Diverted (Kg)	-	571.730	-	571.730	571.730
Construction & demolition waste (CDW)	-	-	-	-	320.170
Metals (scrap)	320.170	-	-	-	-

Waste Management	Nea Odos			Operator	Total
	Varibobi	A.Th.E.	Ionia Odos		
Total of Non-Hazardous Waste That is NOT Diverted (Kg)					
Total of Non-Hazard	320.484.9	587.957.7	4.144	592.101.7	912.586.6
GRAND TOTAL	320.844.9	589.479.7	14.381.1	603.860.8	924.705.7

Waste Management Table (Subcontractors)	Waste Management Table (Subcontractors)			kg
	kg	Hazardous Waste Diverted	kg	
Plant clippings	158.050			
Biodegradable waste (branches)	23.360			5
Paper & cardboard and packaging*	62.412			7.992
Total of Non-Hazardous Waste Diverted	63.545.554			3.233
Non-Hazardous Waste That is Not Diverted				9.307.3
Animal tissue waste	4.268			234
Mixed municipal waste**	588.288			377.9
Total of Non-Hazardous Waste That Is Not Diverted	592.496			60
Total of Non-Hazardous Waste	64.138.050			21.209.2
GRAND TOTAL	64.159.259.2			21.209.2
Non-Hazardous Waste Diverted				99.850
Metals				12.190
Plastics				8.130
Cables				2
Vehicle Tires				
Construction & demolition waste (CDW)				4.697.240
Asphalt pavement millings (CDW)				52.482.480
Mixture of construction waste (CDW)				6.001.840

*The reported quantity refers to the blue and yellow bins and represents the total for Nea Odos, Kentriki Odos, and E65.

**The reported quantity represents the total for the sections of A.T.H.E. (Metamorfosi - Skarfeia and Skarfeia - Raches).

Air Pollution /Average value per year		A.Th.E				Ionia Odos			
		Varybobi	Schimatari	Aritsia	Evinohori	Filiplida		Epikopiko	
NO ₂	29,29	36,68	31,64	5,53	13,40		10,92		
C ₆ H ₆ (benzene)	0,32	0,43	0,23	0,09	0,37		0,52		
CO	0,30	0,15	0,16	0,15	0,20		0,16		
SO ₂	2,77	2,95	1,93	2,28	2,13		2,45		
Particulate matters PM2,5	10,38	8,53	6,84	8,10	6,23		8,56		
Particulate matters PM10	16,24	13,99	8,79	12,07	7,17		13,22		
O ₃	1	0	0	-	-		-		

*Average value per year

Human Resources By Geographical Area, Gender And Age		Nea Odos				Operator								
		<30		30-50		50+		<30		30-50		50+		
		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Attica	2	1	8	13	3	1	5	-	68	48	12	22		
Violia	-	-	-	-	-	4	1	28	18	6	11			
Fthiotida	-	-	-	-	-	-	-	41	9	5	10			
Aetolia-Acarnania	-	-	1	-	-	2	1	69	44	7	7			
Ioannina	-	-	-	-	-	-	-	32	12	2	3			
Arta	-	-	-	-	-	-	-	10	-	2	-			
Total	2	1	9	13	3	1	11	2	248	131	34	53		

* Employees under project-based contracts are not included

Human Resources by Type of Employment, Employment Contract and Gender		Nea Odos				Operator			
		Men	Women	Men	Women	Men	Women	Men	Women
Indefinite term employment contract	12			15		275		181	
Definite term employment contract	-			-		18		5	
Employees with a project-based contract (fixed term)	-			-		1		1	
Full time employees*	14			15		291		179	
Part-time employees*	-			-		1		6	
With a collective labour agreement (%)	0			0		0		0	
Seasonal workers through third parties	-			-		5		27	

Employees under project-based contracts are not included

New Employee Hires And Geographical Area		Nea Odos				Operator								
		<30		30-50		50+		<30		30-50		50+		
		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Attica	1	-	-	3	-	-	2	-	2	1	5	-	2	
Violia	-	-	-	-	-	-	-	-	-	3	-	-	-	
Fthiotida	-	-	-	-	-	-	-	-	-	2	1	4	2	
Aetolia-Acarnania	-	-	-	-	-	-	-	-	-	5	2	-	2	
Ioannina	-	-	-	-	-	-	-	-	-	-	-	-	-	
Arta	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	1	0	0	3	0	0	6	2	29	11	0	4		

Employee Turnover By Age And Geographical Area		Nea Odos						Operator							
		<30			30-50		50+		<30		30-50		50+		
		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Attica	-	-	-	4	-	-	-	2	-	15	11	-	-	1	
Victoria	-	-	-	-	-	-	-	-	-	2	-	-	-	-	
Fthiotida	-	-	-	-	-	-	-	-	-	1	2	2	2	-	
Aetolia-Acarnania	-	-	-	-	-	-	-	-	-	3	7	1	1	1	
Ioannina	-	-	-	-	-	-	-	-	-	4	3	1	2	2	
Arta	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	0	0	0	4	0	0	2	0	25	23	4	4	4	4	

Training On Health and Safety at the Workplace		Nea Odos		Operator	
Topics	Participations	Total hours	Participations	Total hours	
Electric Vehicle Management	-	-	58	174	
Tunnel Safety and Emergency Ventilation	-	-	8	40	
Management of Traffic Incidents within Road Tunnels	-	-	61	305	
Safe work at height	-	-	8	64	
Workplace Well-being	1	8	2	16	
Sick Building Syndrome: Awareness and Response	1	3	-	-	
Total	2	11	137	599	
		Total		416.417,3	

Employee Training And Skills Development		Nea Odos		Operator	
Number of participants	Men	Women	Total	Men	Women
Top executives	1	-	1	-	-
Managers	1	3	4	3	-
Administrative Staff	5	4	9	33	14
Labour Staff	-	-	-	106	9
Total	7	7	14	142	23
		Total		165	
		Training Hours		Men	
		Top executives		106	
		Managers		45	
		Administrative Staff		308	
		Labour Staff		583	
		Total		1.067	
		299		1.366	

Training Hours By Topic		Nea Odos		Operator	
	Participants	Total hours	Participants	Total hours	
Health and Safety	2	11	137	599	
Environmental Topics	1	16	-	-	
IT/PC Operation/ Systems	7	39	21	248	
Human Resource Management and Leadership	2	90	11	88	
Financial-Accounting Topics	3	186	6	60	
Technical Topics	5	55	7	235	
Legal Topics	3	54	-	-	
Customer Service	1	8	3	136	
Total	24	459	185	1,366	

Injuries	Nea Odos	Operator	TOTAL
Total manhours	48,757	859,325	908,082
Number of fatal work accidents	0	0	0
Rate of Deaths as a Result of Work-Related Injuries	0	0	0
Number of serious injuries (excluding fatalities)	0	0	0
Rate of serious injuries (excluding fatalities)	0	0	60
Number of Recordable Work-Related Injuries	1	8	9
Rate of Recordable Work-Related Injuries	4,10	1,86	5,96

About the Report

The Nea Odos Sustainable Development Report for 2024 is company's 11th Annual Report. The Report highlights social, economic, environmental, and governance issues through a transparent, concise and consistent presentation. It focuses on critical issues that the company has recognized and manages as well as describing its current challenges, performance and future goals. Through the Report, the company publicises its priorities, risks, opportunities and plans for future thereby strengthening this channel of communication with its stakeholders.

The annual Report covers the period from 1/1/2024 to 31/12/2024.



Available on the website
www.neaodos.gr



Information on Corporate Responsibility is available on the company's website and through the special "Sustainable Development at a Glance" section, which is renewed annually.

Clarifications

Scope of Sustainable Development Report

The Report covers data concerning Nea Odos. Where relevant, information is provided for the operating company with a clear distinction between the concession company and the operating company, and with reference to the time period covered by the specific information. The Report does not cover the construction of the project (officially completed in 2017), which was implemented by the EUROIONIA consortium (TERNA - Terna Energy) which undertook the construction of the project on behalf of Nea Odos. No additional entities are included for the period from 1/1/2024 to 31/12/2024.

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

According to article 2 of Law 4308/2014 the company is considered to be a large enterprise.

Employee wages and benefits include employer contributions. Payments to providers of capital have been interpreted as interest payments to banks for loans taken. The same also applies to loan repayments. Payments to suppliers (except materials and intercompany transactions) include all payments made to non-affiliated suppliers parties (including VAT and other withholding taxes). All other payments include consumables and service provision.

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 2024 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, Deloitte who carried out the assessment of the specific data, in accordance with the international standard of verification ISAE 3000 (Revised).

Support

The 2024 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: Fotini Lambrou, Georgina Kanavou, Angeliki Avramopoulou.
- Representative of Departments/Divisions- Content Managers: Nikos Katapodis, Eugenia Soufi, Konstantinos Sideris, Fotini Lamprou, Natalia Manara, Yiannis Marinopoulos, Eleni Nianiou, Anastasia Pneumatikou, Panagiota Stasinou, Panagiota Tsousi, Giorgos Mavrikos, Eleni Kordolaimi, Michalis Lagoudakis, Magdalini Barouchou, Yiannis Sioutis, Stelios Simopoulos, Panagiotis Galanopoulos, Yiannis Orfaniotis, Christos Bakaras, Anastasia Strouza, Antigoni Kazaneli, Andreas Kouretas, Lefteris Polakis, Christoforos Kotzageorgiou, Pavlos Karanatsis, Giorgos Stavroulakis, and Marielena Papandreou.

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GRI Content Index

Statement of use	Nea Odos has reported the information cited in this GRI content index for the period 1st of January 2023 to 31st of December 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	16, 18-19, 170, 171
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	2-3 Reporting period, frequency and contact point	170, 171 December 2025
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	2-23 Policy commitments	20, 23-26**
	2-24 Embedding policy commitments	20, 23-26
	2-26 Mechanisms for seeking advice and raising concerns	27-29, 44-46, 86-91***
	2-27 Compliance with laws and regulations	23, 100
	2-28 Membership associations	27
	2-29 Approach to stakeholder engagement	44-50
	2-30 Collective bargaining agreements	165
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	44-50
	3-2 List of material topics	50
	3-3 Management of material topics	23, 56-75, 93, 102-109, 115, 122-131, 136-151

Economic Performance		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	22, 138
	201-4 Financial assistance received from government	22
Indirect Economic Impacts		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	136-151
	203-2 Significant indirect economic impacts	136-151
Procurement Practices		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	93
Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	105, 106
	302-2 Energy consumption outside of the organization	105, 106
	302-4 Reduction of energy consumption	105, 106
Water and Effluents		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	100, 113, 114
	303-2 Management of water discharge-related impacts	113, 114
	303-5 Water consumption	113
Biodiversity		
GRI 303: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	115
	304-2 Significant impacts of activities, products and services on biodiversity	115
	304-3 Habitats protected or restored	115
Emissions		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	103
	305-2 Energy indirect (Scope 2) GHG emissions	103
	305-3 Other indirect greenhouse gas emissions (Scope 3)	103
	305-4 GHG emissions intensity	103
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	109, 164
Waste		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	110, 112
	306-2 Management of significant waste-related impacts	110, 112
	306-3 Waste generated	110, 162, 163

	306-4 Waste diverted from disposal	110, 162, 163
Supplier Environmental Assessment		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	93
Employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	165, 166
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	124, 125, 129
	401-3 Parental leave	124, 125
Occupational Health and Safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	25, 26, 125
	403-2 Hazard identification, risk assessment, and incident investigation	126
	403-3 Occupational health services	126, 127, 166
	403-4 Worker participation, consultation, and communication on occupational health and safety	126, 127
	403-5 Worker training on occupational health and safety	125, 166
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	126
	403-9 Work-related injuries	127
Training and Education		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	168
	404-2 Programs for upgrading employee skills and transition assistance programs	168
	404-3 Percentage of employees receiving regular performance and career development reviews	129
Diversity and Equal Opportunity		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	21, 24
Non-discrimination		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination were recorded
Local Communities		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	45-47, 86-91, 136-151
	413-2 Operations with significant actual and potential negative impacts on local communities	136-151

Customer Health and Safety		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	56-75
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents were recorded
Marketing and Labelling		
GRI 417: Marketing and Labelling	417-2 Incidents of non-compliance concerning product and service information and labelling	23,62, No incidents were recorded
	417-3 Incidents of non-compliance concerning marketing communications	No incidents were recorded
Customer Privacy		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	24, No incidents of substantiated complaints were recorded

7.4 ASSURANCE LETTER



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TRANSLATION FROM THE ORIGINAL IN THE GREEK LANGUAGE

Independent auditor's limited assurance engagement on the accuracy and completeness of quantitative data and the reasonableness of statements that correspond to selected Environmental, Social and Governance disclosures/ metrics within the Sustainable Development Report 2024.

To the Board of Directors (hereinafter the "Management") of Nea Odos Concession Company S.A.

Subject Matter

Based on our engagement letter dated 17/09/2025, Deloitte Certified Public Accountants S.A. ("Deloitte" or "us"), have undertaken a limited assurance engagement to report on the accuracy and completeness of quantitative data and the reasonableness of statements that correspond to selected Environmental, Social and Governance ("ESG") disclosures/metrics (the "Selected Information"), as defined in section "Scope of our work", within the Sustainable Development Report 2024 (hereinafter "the Report") of Nea Odos Concession Company S.A. (the "Company" or "you") for the reporting period 01 January 2024 - 31 December 2024, as defined in the paragraph "Applicable Criteria".

Applicable Criteria

The Selected Information is prepared according to the applicable criteria, set out in Section "Scope of our work".

Managements' responsibilities

The Management is responsible for preparing the Sustainable Development Report 2024 which complies with the requirements of the Applicable Criteria, as defined in section "Scope of our work", and for ensuring that the Report as a whole, is fair, balanced and understandable.

The Management is responsible for:

- Selecting and establishing the Applicable Criteria.
- Preparing, measuring, presenting and reporting the Selected Information in accordance with the Applicable Criteria.
- Designing, implementing, and maintaining internal processes and controls over information relevant to the preparation of the Selected Information to ensure that they are free from material misstatement, including whether due to fraud or error.
- Providing sufficient access and making available all necessary records, correspondence, information and explanations to allow the successful completion of our limited assurance engagement.

Auditor's responsibilities

Our responsibility is to issue this report regarding whether, and to what extent, the Subject Matter complies based on the work performed with and with reference to the Global Reporting Initiatives ("GRI") standards, set out in the section "Scope of our work" (hereinafter the "Framework").

Our work was performed at the request of the Company's Management of Directors, in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" ("ISAE 3000"), and the terms of engagement as set forth in our agreement dated 17/09/2025.

ISAE 3000 requires us to plan and perform our work so as to obtain limited assurance regarding the evaluation of the Subject Matter, in accordance with the Applicable Criteria. As part of our procedures, we assess the risk of material misstatement of the information relating to the Subject Matter.

We believe that the evidence we have obtained is sufficient and appropriate to support the conclusion expressed in this assurance report.

Professional Ethics and Quality Management

We have complied with the requirements of the International Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), as it has been transposed into the Greek legislation, and with the ethical and independence requirements of Law 4449/2017.

Our firm applies International Standard on Quality Management (ISQM) 1 "Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" and accordingly, maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our assurance conclusion

Based on our procedures described in this report, and evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information within the Report for the period 01 January 2024 -31 December 2024 has not been prepared, in all material respects, in accordance with the Applicable Criteria defined by the Management as set out in the section "Scope of our work".

Scope of our work

Our work covers exclusively the following limited assurance procedures and was performed with the purpose of determining whether the information disclosed in the Report complies with the applicable Framework.

Nea Odos S.A. Concession Company has engaged us to provide independent limited assurance in accordance with ISAE 3000 issued by the International Auditing and Assurance Standards Board (IAASB), and the agreed terms of engagement.

1. Assessment of the Applicable Criteria selected by the Company to determine whether they were

2. Analytical review procedures to understand the underlying subject matter and identify areas where a material misstatement of the Selected Information is likely to arise.
3. Through inquiries of employees from various organizational levels and the Management of the Company, obtain an understanding of the Company, their environment, processes and information systems relevant to the preparation of the Selected Information sufficient to identify and further assess risks of material misstatement in the Selected Information, and provide a basis for designing and performing procedures to respond to assessed risks and to obtain limited assurance to support a conclusion.
4. Through inquiries of employees from various organizational levels and the Management of the Company, obtain an understanding of internal controls relevant to the Selected Information, the quantification process and data used in preparing the Selected Information, the methodology for gathering qualitative information, and the process for preparing and reporting the Selected Information. We do not evaluate the design of particular internal control activities, obtain evidence about their implementation or test their operating effectiveness.
5. Through inquiries of employees from various organizational levels and the Management of the Company, document whether an external expert has been used in the preparation of the Selected Information, then evaluate the competence, capabilities and objectivity of that expert in the context of the work performed and also the appropriateness of that work as evidence.
6. Procedures over the Selected Information, including recalculation of relevant formulae used in manual calculations and assessment whether the data has been appropriately consolidated.
7. Considered the risks of material misstatements of the Selected Information.
8. Procedures over the Selected Information including assessing Management's assumptions and estimates.
9. Accumulated misstatements and control deficiencies identified, assessing whether material.
10. Reviewed the Report for the appropriate presentation of the information, under the scope of our engagement, including discussions with the relevant personnel about limitations and assumptions relating to the way these data are presented.
11. Reviewed the Report to identify material inconsistencies with the Subject Matter.

In a limited assurance engagement, the procedures performed differ in nature and timing and are less extensive than those performed in a reasonable assurance engagement. Consequently, the level of assurance obtained from such an engagement is substantially lower than the level of assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance, on which we have based our conclusion, and do not provide all the evidence that would be required to provide a reasonable level of assurance.

The Selected Information in scope of our engagement for the period 01 January 2024 - 31 December 2024, is as follows:

Selected Information	Applicable Criteria
Disclosures / metrics within the Sustainable Development Report 2024:	
The adherence of the Sustainable Development Report 2024, reporting with reference to the GRI standards.	GRI 1: Foundation 2021, Reporting with reference to the GRI standards
The accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Disclosures.	GRI 2 General Disclosures (2021)
The accuracy and completeness of quantitative data and the plausibility of qualitative information against the requirements of the respective GRI standards for nine (9) Topic Disclosures (listed to the right-hand column of this table).	<p>GRI Standards</p> <ul style="list-style-type: none"> - Topic Disclosure 201-1, - Topic Disclosure 302-1, - Topic Disclosure 305-1, - Topic Disclosure 305-2, - Topic Disclosure 401-1, - Topic Disclosure 404-1, - Topic Disclosure 404-3, - Topic Disclosure 401-3, - Topic Disclosure 418-1

Our work related to the assurance of data and information for the reporting period from 01 January 2024 to 31 December 2024, and we did not provide assurance over any data or information from prior reporting periods that may be presented in the Report.

Inherent limitations

The work we performed cannot provide absolute assurance that all matters which could be considered material misstatements or omissions, regarding the completeness and accuracy of the Information as presented in the Report, prepared by the Company, as well as its alignment with the Applicable Criteria

Our work does not constitute an audit or review of historical financial information in accordance with the applicable International Standards on Auditing or International Standards on Review Engagements, and therefore we do not express any other assurance beyond that stated in the "Scope of our work" paragraph.

Use of our report

This report is made solely to the Management of the Company in accordance with ISAE 3000 and our agreed terms of engagement. Our work has been undertaken so that we might state to the Management of the Company those matters we have agreed to state to them in this report and for no other purpose. Without assuming or accepting any responsibility or liability in respect of this report to any party other than the Company and the Management of the Company, we acknowledge that the Management may choose to make this report publicly available for others wishing to have access to it, which does not and will not affect or extend for any purpose or on any basis our responsibilities. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Company and the Management of the Company as a body, for our work, for this report, or for the conclusions we have formed.

Athens, 09 December 2025

The Certified Public Accountant

Konstantinos Kakoliris

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