



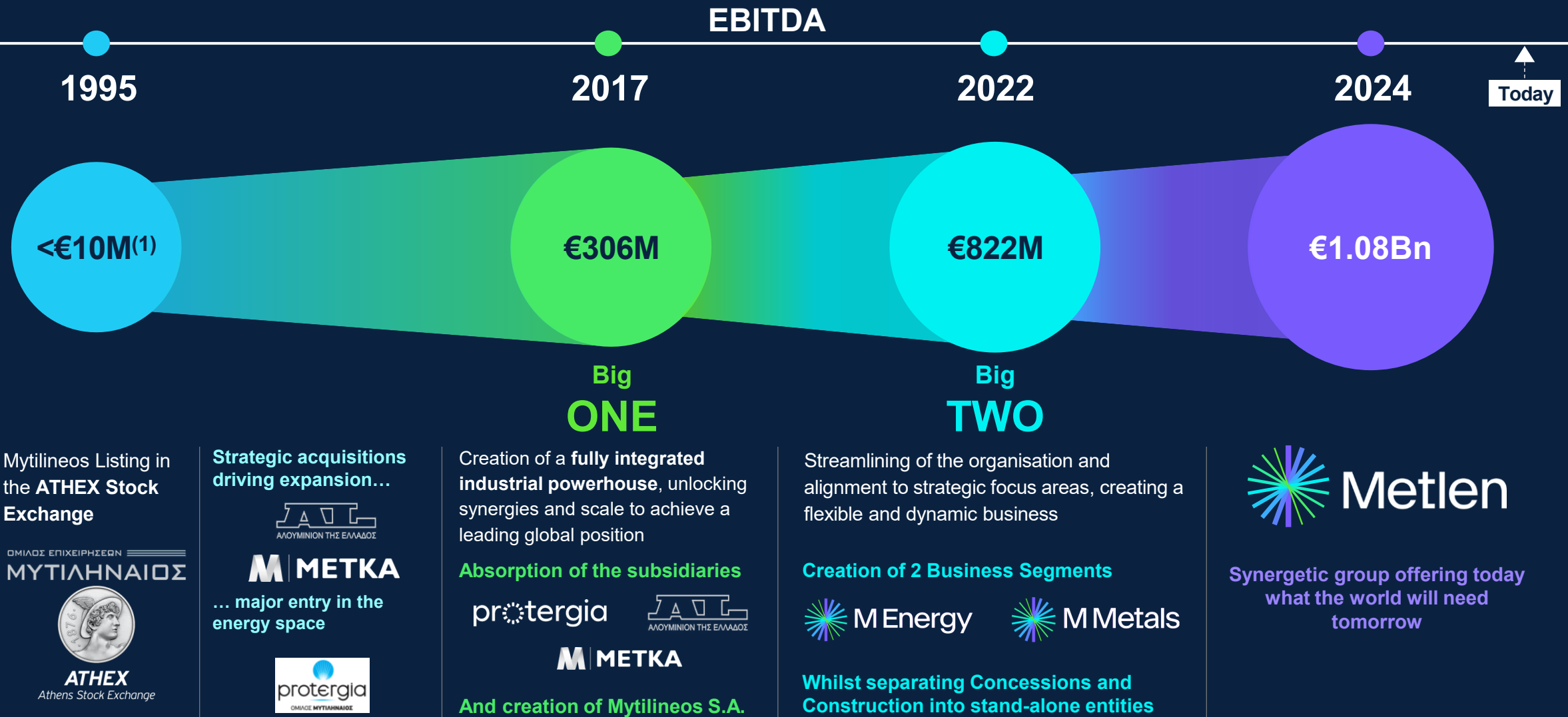
Metlen
Energy & Metals

Big 3

November 6th, 2025

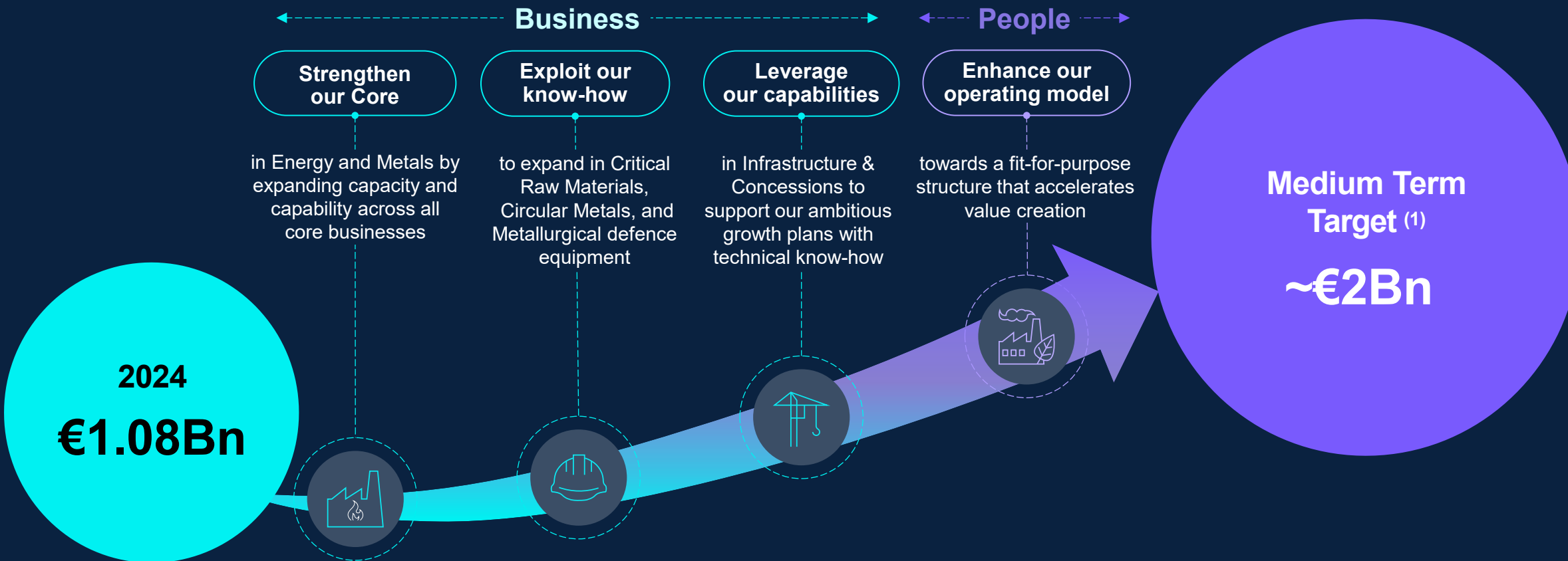


Our Journey Getting Here... from less than €10M EBITDA in 1995 Through Our Big One and Big Two Transformations to the >€1Bn EBITDA of Today



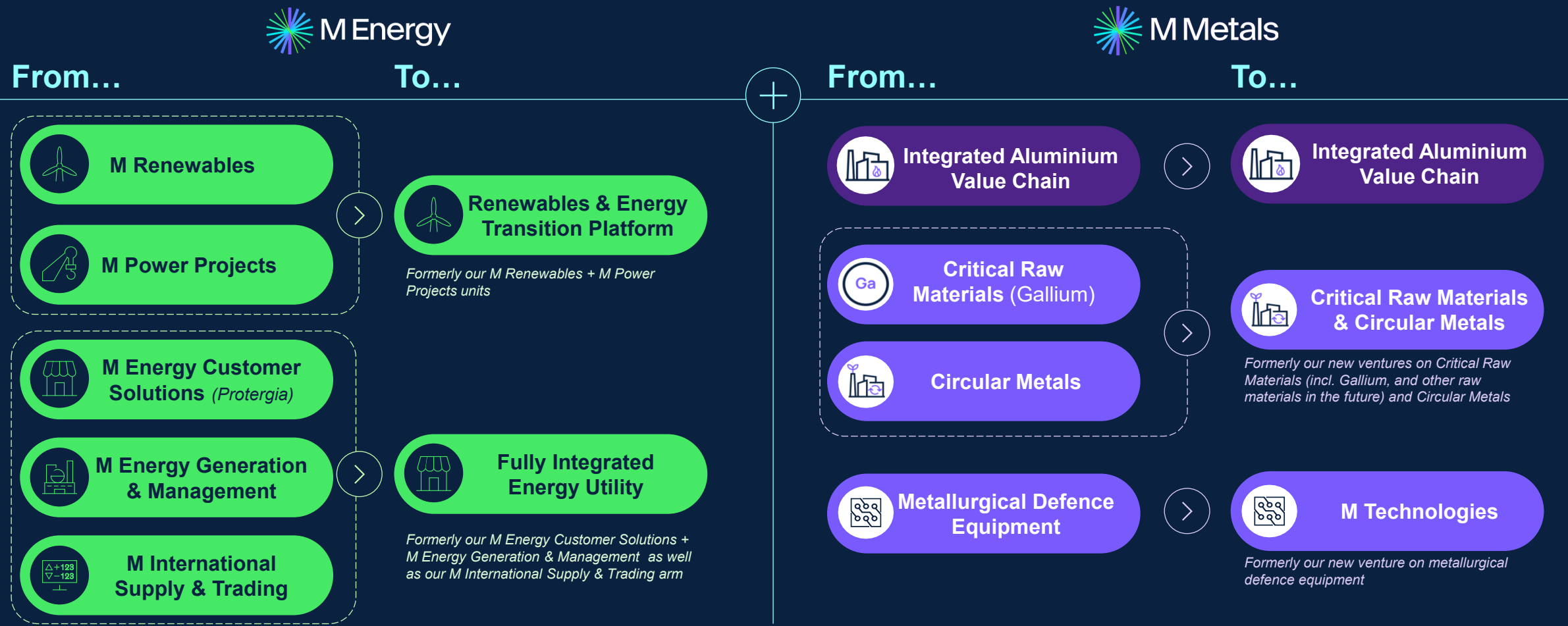
Our Journey Continues with... our target to reach €2Bn EBITDA in the Medium Term

Big THREE



Notes: 1. Based on organic growth prospects only, excluding any M&A

We are also evolving our business model... into a simpler, more focused and more synergetic operating structure rooted in Energy and Metals





**On the back of our recent
successes and in
anticipation of our
ambitious growth plans...**

Following our successful listing on the
London Stock Exchange and our
ambitious growth plan

**...the timing is right
to announce
METLEN's 3rd Era**

**Our new Big Three transformation will
enable our vision,** by delivering a new fit-for-
purpose organizational structure and a
strengthened corporate governance framework



Our Big 3 transformation is guided by four overarching objectives ...



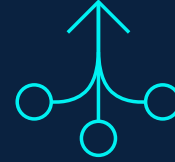
Strengthen our executive leadership team

to drive METLEN's next phase of resilient, sustainable growth across existing businesses and new ventures



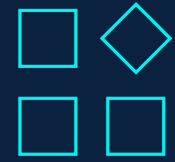
Further improve the understanding of how we create value from our activities

through a fit-for-purpose Group structure that highlights our value-generating activities



Optimize our synergetic operating model

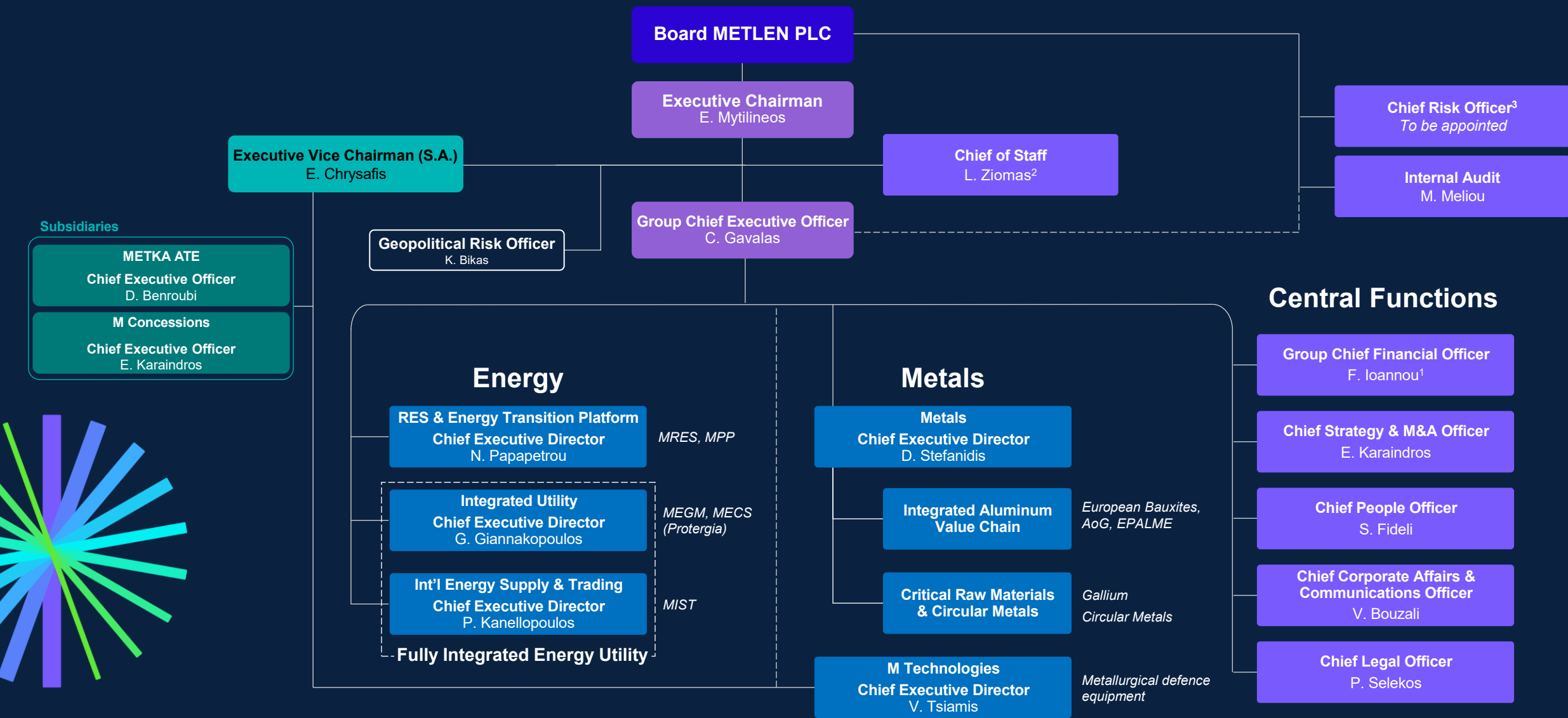
to continue to create value and resilience from our robust synergetic operating model



Further align with best practices of LSE

to reinforce governance standards and ensure long-term resilience

A new fit-for-purpose organizational chart

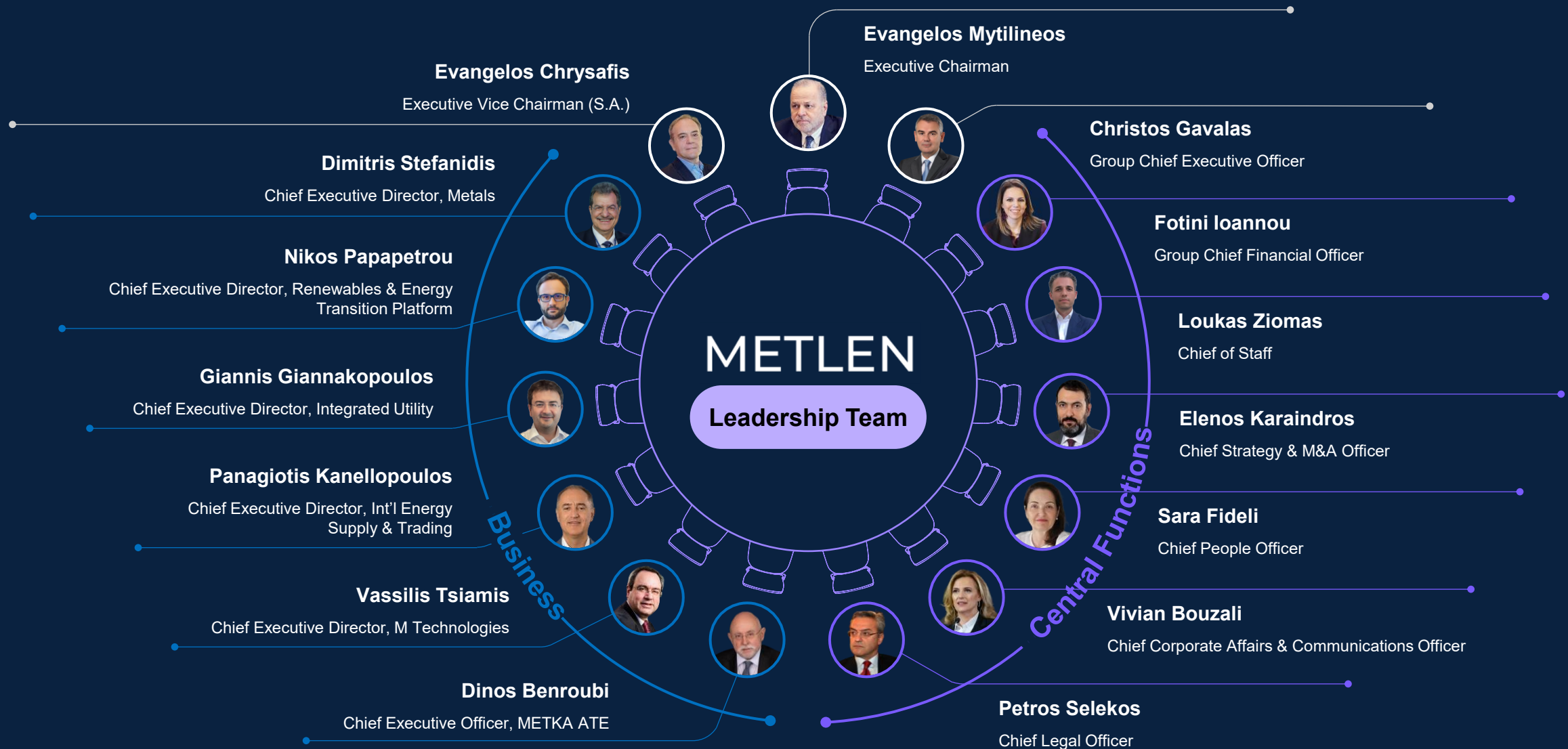


1. Units reporting to new GCFO role: Finance, Treasury, Investor Relations, IT & Digital Strategy, IT Security

2. Units reporting to Chief of Staff: Corporate Governance & Sustainability, Transformation, EU Affairs & Regulatory Advocacy, Environment & Permitting

3. Units reporting to Chief Risk Officer include Financial Risk and Enterprise Risk

Our new leadership team



We are strengthening our governance via the new Board of METLEN PLC

Katherine Lucy Smith

Independent Non-executive Director

Konstantina Mavraki

Independent Non-executive Director

Jamie Lowry

Non-executive Director

Fotini Ioannou

Group Chief Financial Officer

Ioannis Petrides

Senior Independent Director

Anthony Bartzokas

Independent Non-executive Director

Evangelos Mytilineos

Executive Chairman

Fiona Paulus

Independent Non-executive Director

Michael Kumar

Independent Non-executive Director

Christos Gavalas

Group Chief Executive Officer

Spiro Youakim

Independent Non-executive Director

Philippe Henry

Independent Non-executive Director

Xenia Kazoli

Independent Non-executive Director



100%

of the Board has **C-level or equivalent** experience



30 years

of avg. professional experience



64%
Male



36%
Female

The Big 3 Transformation will keep us ahead and help us reach our medium-term goal



		EBITDA FY2024 (€M) ^(1,2)	Market needs	EBITDA Medium Term, (€M) ⁽²⁾
	Renewables & Energy Transition Platform	387	Green energy, grid expansion, data centers	~520
	Fully Integrated Energy Utility	367	Resilience to energy price volatility	~590
	Integrated Aluminium Value Chain	286	Global alumina shortage	~410
	Critical Raw Materials & Circular Metals	Under development	Demand for advanced applications (Gallium) Resource scarcity driving demand for metal recovery (Circular Metals)	~220
	 M Technologies	11	European defence spending Increase	~150
	Infrastructure & Concessions	50	Infrastructure investment in Greece	~150
	Metlen	1,080		1,900-2,080

Capital discipline and risk-adjusted returns at the heart of every investment

We are progressing towards our goal... with significant progress since our Capital Markets Day in April



Achievements since the CMD



Renewables & Energy Transition Platform



Significantly scaled our BESS and PPA footprint globally, with leading projects in Italy, Chile, South Korea and beyond

Fully Integrated Energy Utility



Consistently advanced towards 30% retail market share in Greece through new product offerings, with **significant improvement across all metrics** (churn, customer acquisition etc.)

Integrated Aluminium Value Chain



Committed >50% of our investment to increase by ~45% our alumina production capacity (project Leader)



Critical Raw Materials & Circular Metals



Reached commissioning phase of our new industrial-scale pilot plant for circular metals with proven results on metals recovery



Well ahead of roadmap for M Technologies presented in the CMD, with **5 plants under construction** for metallurgical defence equipment of our new defence hub



Significantly expanded our M Technologies executive leadership team with new executive hires to lead our growth journey



Infrastructure & Concessions



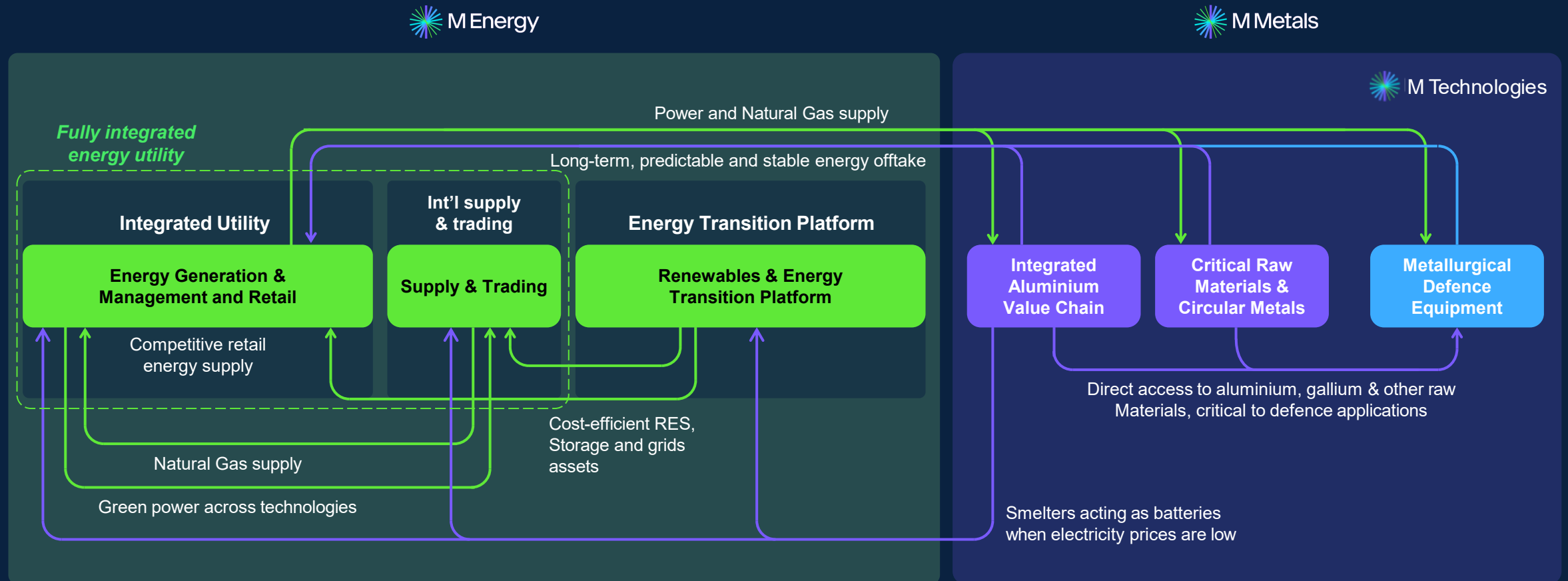
Doubled our infrastructure project pipeline portfolio



LONDON
STOCK
EXCHANGE

Successful listing on the London Stock Exchange (LSE) with the ticker MTLN, marking a significant milestone in METLEN's strategic growth plan. **Joined the FTSE 100 index** as the first Greek multinational organization, a recognition of METLEN's positions as a leading European player in energy, metals, and defence

Our new Big 3 setup will further strengthen our Home-Grown Synergetic Set-up: *We are Full of Energy and Made of Metals*



← Technical expertise for the expansion plans →

We Have Done it Before... We Can Do it Again

Bold Moves Then...



...Leading Positions Now...

- Leading Alumina and Aluminium Producer** in Europe; 1st quartile of global cost curve in 2024
- Largest Independent Integrated Utility** and Natural Gas supplier in Greece
- Global Player in Renewables** with >12GW pipeline and expertise across technologies
- Largest producer of recycled aluminium** in Greece
- Biggest Bauxite producer** in the EU

Transformation is Our Value Creation Engine
Capitalizing on the **Four Elements of Our DNA**

- Operational Excellence**
- Market Criticality**
- Synergetic Set-Up**
- Value Delivery**

...Evolving for What's Next

Rapid acceleration of size and profitability of existing segments...

- Expanded Integrated Utility** model across Southeast Europe
- Energy Transition Platform** with RES and expanded **Storage, grid and data center offerings**
- Reinforced Role as Regional Partner of Choice** for Infrastructure & Concessions⁽¹⁾

Expansion in new game-changing areas...

- Large upscaling in Metallurgical Defence Equipment** production
- Growth of Critical Raw Materials & Circular Metals** arm through Gallium and proprietary circular technologies

