METLEN Capital Markets Day | LSEG | April 28, 2025

Speaker 1:

[foreign language 00:00:11].

Speaker 2:

Metlen is expanding its presence in the UK with its latest project. The country's first high-capacity East Coast subsea link.

Speaker 3:

[foreign language 00:00:27].

Speaker 6:

[foreign language 00:00:36].

Speaker 4:

Something big can start from something humble. So can we. At the beginning of the last century, Metlen was a small, family-run business with rare values: courage, tenacity, insight, consistency, and extroversion, and a mission to make the good better and the big bigger. With these values, the third generation of the family created a company of global reach. Since our establishment to this day, we have faced the strongest storms. We managed crises. Strength and extroversion lie in our DNA. Through acquisitions and mergers, we simplified the processes even when others prevented us from doing so. We persisted because we have the capacity to foresee outcomes and create trends rather than follow them. On our path we are in an ongoing dialogue with our identity. We saw an ally in aluminum, which helped us enter into the world of energy. We opened pathways for thousands of households and companies.

If metals is the crown jewel, then energy runs in our veins. Our superpower is our synergies. Metals and energy together offer multiplied value. In everything we do, we aim to save energy and lead in the industry. We have the power to create sustainable cities and smart homes. We are guardians of values, placing humans at the center. Our teams are at the core of our success. We are a blend of outstanding skills.

Stefan Chaligne:

Visionary.

Wade Burton:

Flexible, innovative, cost-effective.

Karim Amin:

Tailor-made.

Franck Neel:

Flexibility and trust.

Marcin Malek:

Those are the features that describe Metlen as well.

Speaker 4:

In an ever-changing world, change is our only constant. It's the only way to remain in the forefront of the energy transition. Envision how you want to be in the coming years. Unlock value, and what seemed impossible becomes possible. Metlen.

Vivian Bouzali:

Good afternoon, ladies and gentlemen. I am Vivian Bouzali, the chief corporate affairs and communication officer at Metlen, and it's an honor to be with you today. As Metlen starts a new chapter, thank you for joining us today at the London Stock Exchange for Metlen's inaugural Capital Markets Day, a landmark moment for our company. We're very pleased to welcome you all attending in person as well as those joining us online. As you may know, Metlen, formerly Mytilineos, has undergone a remarkable transformation into a global industrial energy and metals company active in more than 40 countries across five continents. Metlen is a reference point for competitive metallurgy at the European and global level while operating the only vertically integrated bauxite, alumina, and primary aluminum production unit in the European Union with privately owned port facilities. In the energy sector, Metlen offers comprehensive coal solutions covering renewable energy, electricity, distribution, and trading, alongside investment in grid infrastructure, battery storage, and other energy transition technologies.

For our UK-based guests, it may be of interest to know that Metlen has had a strong and growing presence in the UK for over a decade. We have completed many projects here with a combined value of over two billion euros, positioning us as a key partner in the UK's energy transition. Today's Capital Markets Day offers a valuable opportunity to share insights into our strategy, business model, performance, and future growth prospects. Our goal is to provide you with a clear view of where we stand, where we are heading, and why we believe Metlen presents a compelling opportunity. Over the course of the afternoon, we will walk you through our financial trajectory, strategic initiatives, market outlook, and, of course, the innovations shaping our business. We have also set aside time for a Q&A session at the end, so we encourage you to ask questions and engage with us throughout the day.

For those that are watching us online, you may ask questions throughout using the right-hand side on the stream. Before we dive in, let me introduce you to our leadership team: Evangelos Mytilineos, our executive chairman, who established a company as Mytilineos Holding in 1990, a business whose origins date back to 1908. In 1995, it listed on the Athens Stock Exchange with an EBITDA of more than 10 million euros. Today, Metlen, as mentioned, has surpassed one billion in EBITDA with a clear target to double in the medium term. Yiannis Kalafatas, the chief executive director of Metal and Energy, previously CFO, with the company since 2005. Dimitris Stefanidis, the chief executive director of Metals, has been with the company for more than 20 years, and prior to that he was an executive at Aluminium of Greece before Metlen acquired the business in 2005. Dinos Benroubi, the CEO of METKA, our infrastructure and concessions business.

He joined the group in 2006 and played a pivotal role in launching the business of Protergia in 2010. Eleftheria Kontogianni, the CFO, joined Metlen in 2018, brings extensive financial experience from her 25 years in the private sector. Christos Gavalas, Chief Treasury and IR Officer, has held the position since 2001 following a successful career in banking.

As you will see, the agenda for today, on the screen behind me. We will begin with the executive chairman, who will introduce Metlen's vision of how we aim to grow Metlen to two billion in EBITDA over the medium term and set the strategic context for today. We will then take a closer look at our core business units, starting with energy, followed by metals, infrastructure, and concession. After all of this time, we'll present the company in numbers, credit and capital market strategy for global reach, before concluding with the chairman's final remarks. We will then open it up to questions and hope you'll stay for a networking reception, which we warmly invite you to attend, where you can meet and chat with, of course, our panelists and presenters, but other Metlen executives that are here with us today. We'll hope you find today's presentation informative and inspiring as we begin the exciting new chapter for Metlen. Thank you, and I would like to hand over to Mr. Chairman, Mr. Evangelos Mytilineos.

Evangelos Mytilineos:

A very warm welcome to all of you who took the time on a Monday afternoon in sunny London. I'm very glad, if not anything else, at least we brought you some nice Greek weather to make it even better for you. The weather in Athens is terrible. It's 15 degrees and very, very breezy. For those of you who know what breezy means in Greece. It's an interesting day for me, ladies and gentlemen. I remember my early years in London when I came to study at the London School of Economics. I was an Anglophile then, and I have always been an Anglophile all the way.

That was quite a few years ago. It was a successful study at the LSE, which is interesting. Sometimes they ask me, "What LSE? Which of the two?" Now I'm talking about the London School of Economics, and after I finished the master's degree in economics, I was accepted by Harvard University to do a PhD. Unfortunately, I had to decline the offer because I had to go back to Athens and take over a small and ailing family business because my father, who was running the business, was not in very good shape. Then the journey started. And I admit to you that although I'm a positive thinker, I never had thought that this would take me, and all of us, here to talk to you, to such a distinguished audience, about a business that has come all the way through enormous difficulties.

Greece is not the easiest place to do business. Those who say that, "If you can make it in New York, you can make it anywhere." They haven't been in Greece to do any business. So it has been extremely difficult. Just to remember a few things over the last 20 years. Where should I start? Lehman Brothers, our government then was saying, "Don't worry, Greece of course will not have a problem." Thank you very much. One year later, 2009, I was having a dinner in my boat near Athens. It was Friday evening, and Christos Gavalas, who is always the money man, as we call him, he called me and said, "Chairman, are you sitting somewhere? If not, can you please take a seat?"

I take a seat, and he goes, "All guarantees from the Greek banks that we have given for projects around the world, as of tonight, are null and void." If I remember well, Christos, the amount was probably around 600 million euros, and then we had to rush to replace these guarantees within the shortest period of time. Otherwise, we would have, as you understand, all sorts of problems. And then almost immediately afterwards, the Greek, the very ugly Greek adventure, started, and it lasted for many years. In 2015, we were almost thrown out of the Eurozone, banks were shut.

You can all imagine how difficult it was for us to keep the business going, but we did. And in 2017, when things started to become calmer, we introduced our first Big One problem with the aid and support of our longtime friends and consultants, the McKinsey Group, while Greece was still reeling from the bankrupt situation. Greece was like this, but we were already on the way up. Big One was very successful. We absorbed the mother company, called then Mytilineos. We absorbed all major subsidiaries, including Aluminium of Greece, METKA, and Protergia, which in the meantime was starting in the Greek retail and generation sector.

Things were getting better. During the end of the decade and as soon as we get to 2020, we have COVID. I don't have to remind you of the difficulties that you have all been through in the COVID period. But again, the COVID and the subsequent energy crisis, not only did they not stop our progress, but we took advantage of this situation, and this is what I have always said to my colleagues: when we have a problem, the issue is not to solve it and move on. The issue is to try to solve it, put our resources on, do our best, and come winners out of it, make something out of it. Which is exactly what has happened in the last, at least, 30 years.

It was clear to us from the energy crisis that the metal business, which, of course, you all know is extremely energy intensive, made everything so clear that there was no metallurgy without energy. And for energy, metallurgy was and will always be the biggest off-taker. We thought a lot about it, how we combined the two, and we ended up with the energy and metals combination, which was very successful, and I see now, a few years later, a lot of companies around the world are following this example. In many ways, either by creating their own energy departments, more aligning with energy groups one way or another, and so on, because the energy crisis was extremely traumatic to the metals industry and, of course, above all, was extremely traumatic for the energy industry itself. I don't have to tell you how many energy companies went under or how many metals companies went under.

15 years ago maybe there were 12 or 15 aluminum smelters in Europe. Now probably there are three or four, so we have come where we are, going through the very hard way. Nothing has been easy, and nothing has been offered to us in any way. The years passed, the project went well, numbers followed and went equally well, and by 2023 we approached the one billion mark in terms of EBITDA, and a very high proportion of it was bottom-line profitability--more than 60%. And then we had to consolidate; we had to try to consolidate above the billion. Things were, in some cases, better, in some cases, more difficult, but it went well. And we now feel confident that we have these numbers, and we are looking for the next step.

We're here to tell you first and foremost how we are going to get there. We are starting the Big THREE Transformation Program, details of which will be announced at our annual general meeting on June 3rd. It'll be mostly an internal transformation, which we absolutely need in order to be able to carry out an extremely ambitious plan for the medium term of the company. My colleagues are going to tell you a few more about this program, but I want to say just three things about it. We want, number one: To strengthen our existing segments of the business. They're all in good shape and ready to grow. Take, for example, our retail business. We went up to 20% in a very short period of time, but our aim is 30%. If you can go to 20%, you can obviously go to 30%. This is an example of an existing segment and how we expect it to grow.

Or on the production side, we announced at the beginning of the year a massive 295 million investment in order to expand our bauxite mines, to increase our aluminum production by 50%, and for the first time in Europe, introduce the production of gallium. Other than the gallium, which is a new thing. All the rest are existing businesses which are bound to grow further. That's number one. Number two: We are exploiting the know-how that we have accumulated through the years in the defense sector, in the critical metals, and, most importantly, please take notes, in the circular metals. Which is codenamed inside our company; it's codenamed market changer, or game changer, if you prefer.

The way we are going to develop these three segments is going to be explained to you in detail by my colleagues, and then in the end I'll sum it all up and answer your questions so that everything is clear when we leave this place. Number three: In the Big THREE Program, as I said, is the internal transformation, which is going to be heavy, and it cannot be otherwise. If you hear what my colleagues have to say about the sheer size of the plan, you will understand that without an internal transformation, we can't do it. It's a necessity; it's not a luxury. We have set a goal of a two billion EBITDA in the medium term. When I first said it, I said 2028, but our banks, which are so close to us and have guided us all the way, they told me, "Never mention an exact year, because then you will have to explain why this did not happen to the last comma." So it's medium term. Medium term, in the UK, as you know much better than I do, is three to five years. So we're talking about the medium term today. I have to comply. The last thing. All of this is going to happen on the back of our robust financial situation of the group, which Christos is going to explain to you. Very strong, positive cash flow, and it does not include any M&A corporate action other than smaller acquisitions, which we carry through all the way in order to assist existing businesses, but no major acquisition. I will come back to that in my closing remarks. Mr. Yiannis Kalafatas, John Kalafatas, whatever. Yiannis, in Greek, will guide you through our energy business. Thank you very much. And I'll be with you later.

Speaker 5:

A developer of complex energy projects. Yes. And much more. Metlen is energy in many forms, many countries. In an advanced, adaptable, integrated model that meets each market's needs. In Greece, we're a utility. In the UK, we deliver renewables, storage, and grids. In Australia, we specialize in renewable energy. In Chile, we also build batteries. Not all countries are at the same stage in their green transition, and that's where we come in. We have the know-how, the skilled teams, and the ability to deliver tailored solutions and generate significant value in the process.

Some countries are building green infrastructure; others seek balance on new capacity. Combined-cycle gas turbines? We've delivered them for over 15 years. We trade power and gas from a resilient portfolio that draws from East and West. Tested in an energy crisis, proven in performance. And we don't just deliver energy; we make it smarter with digital platforms and future-ready solutions. Our focus stays clear on our shareholders and society at large. We are ready for what's next. Not just for us. But for those who count on us to get it right. Metlen.

Yiannis Kalafatas:

So good afternoon, ladies and gentlemen. I'm very happy and honored to be here in front of you. I'm Yiannis. I prefer Yiannis John, but whatever. So as a way of introduction, let me get you a little bit back to the beginning of 2023, when, following the Big Two project, as Mr. Chairman said earlier, we created a unified energy sector in Metlen with a target to integrate our business through a robust, resilient, and highly synergetic operating model, covering a wide range of the value chain in the energy spectrum. We also targeted to be always highly relevant to the future of the energy market but also ensure that we're properly and safely navigating our business through a very volatile and many times turbulent path.

If one looks at our energy business from an organizational standpoint. As you can see, this is structured around five big divisions: the generation and energy management, the customer solutions, which is called retail, our Protergia brand in Greece, the integrated supply and trading, the renewables, and the power projects. However, from a pure business standpoint, one can recognize two macro segments: the one of integrated utility and the one of the energy transition platform. The integrated utility encompasses energy management and generation, retail and supply, and trading. And the sector of the energy transition platform covers a wide range of technologies and assets regarding the theme of the energy transition. We will call it today, for the sake of this presentation Energy Transition Platform. This is also an integrated business platform operating on the full value chain from development, design, engineering to construction and electrification across multiple energy technologies and across energy infrastructures.

To explain now why we operate these two macro segments, I would like to walk you through seven big mega themes in the energy markets and explain the effects of these mega themes. The first one has to do with natural gas. Contrary to the market beliefs in the past years, we see natural gas remaining in the energy mix for a long period of time. The second has to do with the gas-fired plants, the technology of the gas-fired plants. In a market that connects more and more renewables, we see a greater need for flexible disposable gas units, both for the balancing but also the security within its markets. The third one has to do with the ownership of renewables and battery storage assets. We really believe, and that's also from the market, that ownership of renewables and storage without a downstream backing is not an attractive business anymore, not a resilient business model. The fourth has to do with energy optimization and trading. We believe that...

Yiannis Kalafatas:

... optimization and trading. We believe that in the coming years, the energy management operations and the trading capabilities will be an imperative to win. Sometimes it's going to be even more important than the asset themselves.

The fifth one has to do with the focus of the energy transition. We see lately that the focus of the energy transition has changed and has moved from developing and constructing more renewables to dealing with a grid infrastructure issue and, of course, with the storage of energy.

The sixth one that we should not forget has to do with the role of the deep technology. Technology is going to be a very disruptive force in the energy sector, a balanced and dynamic mix of technological savviness with people experience is going to be a key.

Last but not least, geopolitical volatility. Geopolitics always were and always will be one of the determining factors in the energy markets. Going forward, we see geopolitical volatility to keep on challenging the markets.

So looking through the lens of these mega-themes, first we're expecting much higher stochasticity in both supply and demand, which is about maintain or even exacerbate price volatility. Second, the penetration of non-dispatchable renewables and the increase of demand coming from the development of data centers and AI brings about the need for more storage and more flexible dispatchable generation. Last, this all combined with the rise of electrification of demand signals the need for massive expansion of the grid infrastructure. All these stands at the core of this two pillar business model, the integrated utility and the energy transition platform. On the one hand, underscoring the key role of flexible generation, energy management, and trading, as well as the importance of a downstream business, the integrated utility model can thrive on volatility and deliver resilience. On the other hand, in a market that will keep on investing in renewables, storage, electrification, and data centers, creating a massive and imminent demand for grid infrastructure, our energy transition platform has a long-standing track record to deliver value. I would like to take you now to our two pillar business, and let's start with our integrated utility business. The heart of this business is based in Greece, where we have already established ourselves as a leading player across the whole value chain of power and gas. You heard later from the chairman that, earlier, sorry, from the chairman that we hold already a 20% market share in the Greek market. However, within the last three years, we developed also our presence in 10 more countries and their connections through a very powerful and dynamic energy management and trading operation that allow us to retain flexibility while optimizing our margins operations in a market which is highly interconnected but also highly volatile. Our asset base includes a very competitive and well-diversified across technologies portfolio. Three flexible and very efficient gas-fired power plants with an overall capacity of 1.7 gigawatt that can cover more than 80% today of the country's electricity demand and more than 41% of its thermal production, and of course, a well-balanced portfolio of renewables and storage.

However, in our business, the greatest asset is our people, who have a sophisticated and very effective energy management and trading team in both gas and power, employing a mix of talent and experience, plus one of the best commercial teams in the Greek retail business. These assets have allowed us to develop a very dynamic and effective growth strategy that took us from 8% market share three years ago to 20% currently.

Finally, the last three years we're also strategically investing in technology. As I said, one of the most disrupting factors in the future of the energy markets. We're developing state-of-the-art systems and solutions with the use of AI and machine learning, both for our energy management and trading operations as well as for our customer solutions.

But how that integrated business model performed and more specifically how that performed over the past difficult years in the market, over the past years, where the market was predicting the end of all fossil fuels, we were one of the few that had recognized the criticality of natural gas as well as the value of energy management, flexibility, and downstream backing. Therefore, we enhanced the diversification, flexibility, and integration of our business model, delivering solid and resilient results in a very volatile and ever-changing market.

And how we did that? First through our diversified portfolio that allowed us to optimize our operations. I give you an example. As you can see here, when the renewable utilization is low, the flexible generation increases to capture the margins in the market. On the contrary, where the renewable utilization is high, the market needs more of the flexible generation to cover the requirements of the balancing market. Second, we calibrated our growth with a focus on maintaining our integrated position. We balanced our sources and uses of electricity and that acted as a natural hedge between the generation and the supply portfolios. On top of all, our supply and trading activities had a very vital contribution to the balancing of the portfolio, but also to the optimization of our margins. As such, from 2022, as you see on the graph of the right-hand side, until 2024, where the market dropped by almost 60%, we even managed to increase our EBITDA by 9%. However, within the last three years, we did not only achieve to be resilient, we've also proven our ability to scale up our business in a balanced way across generation and supply. So on the one hand, we increased and diversified our generation capacity by developing and constructing our renewables and storage portfolio while we also built and operated our 826- megawatt H-Class technology gas power plant, the biggest and most efficient power plant in the Greek market and one of the biggest and most efficient also in the region. At this point, I would like to underscore the fact that we were the first and maybe the only utility at the time that took this FID for a brand new H-Class technology gas power plant in a period that the market, as I mentioned earlier, was predicting the end of fossil fuels, including gas, and such a decision, I have to note, that was taken without any backing from capacity auctions.

On the other hand, we increased and diversified our generation capacity and we rapidly expanded our supply business, increasing the footprint of Protergia. Within the last three years, as I mentioned earlier, we managed to increase our market share for almost 8% in 2022, to 18.5% in 2024, and close to 20% today, supplying more than nine terawatt hours to the market. At the same time, we have managed to increase our customer acquisition rate to 25,000 new customers per month, decreasing our customer return rate from 30% to 22% while competition stands at 38%. And we have a plus 30% NPS, one of the best in the market irrespective of segment. All the above concluded to our voting as Energy Supplier of the Year in the year 2024.

But let's see how we are planning to scale up our so-far-successful model and further solidify our integrated position. As we discussed earlier in the seven mega-themes, we expect the market to remain volatile with a lot of uncertainties and predictability. In such an environment, we'll grow an integrated position, focus on flexibility, but also on adaptiveness. Therefore, while we're diversifying our portfolio, constructing our renewables and storage fleet, we're also retaining flexibility to cater for different and diverse market circumstances. As you see on the left-hand side in the charts, we're increasing our portfolio from 9 terawatt to 17 terawatt hours, not only adding a renewable and storage fleet, but also adding a chunk of flexible sources under the energy management and trading. As said earlier, the market will become more stochastic in the future because of renewables intermittency and electrification of demand growth. Therefore, agility and optimization through a dynamic and effective energy management and trading will become vital. In parallel, we will keep on growing our customer base, balancing between households, small businesses, and commercial industrial customers, targeting to a 30% market share by the end of 2028. This translates to a 19-terawatt hours portfolio of power. On top of this, we will also grow our integrated supply trading business, adding 28 terawatt hours. This will take us from 52 terawatt hours to 85 terawatt hours by 2028, capitalizing on the trust that we have built with the market, first with our suppliers as a reliable, stable, and big offtaker that started off with some years ago through a captive demand of approximately 20 terawatt hours gradually developing to become more than double, raising today a total of 51. Second, with our clients, as a consistent competitive in pricing and credible partner.

As we said a moment ago, we're targeting to grow our market share for almost 20% to 30% by 2028. This is clear as for the what. But what about how? To reach this target, first of all, we're following a very dynamic commercial strategy, targeting more to the high-value customer segments, as the households and small businesses, providing innovative but also secure and transparent products customized across the needs of these customers. We want to further penetrate the B2B market with more sophisticated, tailored-made products, compounding power and gas. This approach has already differentiated METLEN from competition, and the results are very promising also for the future. At the same time, we're developing a structured and compelling retention strategy to further reduce our certain rates to reach the best in the industry. It is one of the main pillars of our strategy to provide the best-in-class benchmark customer service in the market. Finally, we're expanding our product catalog to new innovative products beyond the commodity, creating an ecosystem of solutions for our clients.

However, I would like to say something about this one at this point. I'm sure you have all heard about this beyond-the-commodity strategy from almost all the utilities out there. So what about METLEN's approach? First, we're not targeting everything beyond the commodity. We're very clear that our core business is to provide the commodity in the most transparent, secure, and competitive pricing for our customers. In this effort for security, transparency, and competitiveness, we want to be able to do two things. First, change from a pure commodity pricing to a commodity as a service approach, and second, combine these relevant services to create a value-added offering to the customer, increase the loyalty and stickiness, of course making always sure that this is provided with the best possible customer experience. As we concluded this integrated utility presentation, let me take you now to the second vertical of METLEN Energy, our global multi-technology energy transition platform. We have developed a technologically diversified platform with a primary focus on solar and storage assets and a geographical footprint that spans across 40 countries globally. For this portfolio, we're always working with the flexibility to either hold and operate or sell and rotate our assets. At the same time, we offer turnkey solutions across different technologies, focusing on three major pillars, A, power technologies from gas fired to waste, from energy and from renewables and storage. B, infrastructure such as high and medium-voltage transmission lines, substations, and converters. And C, digital solutions such as data centers.

Regarding this vertical, we're also integrated on the full value chain. As I said earlier, we do everything from development, design, engineering, to construction, electrification, and energy management so that our clients can modulate according to their needs, their strategies, and their aspirations. We employ some of the best and most experienced engineers with a track record that goes back for more than 20 years in this market. We're offering a wide range of solutions covering multiple technologies, being one of the few companies that do so out there. In a world that is massively and urgently require such services, we are already positioned to scale up this business.

As I described earlier, this vertical comprises of two basic pillars, the one of an integrated development of renewable and storage, and the one of our multi-technology turnkey solutions covering from thermal to renewable batteries, grid infrastructure, and digital solutions. Therefore, on the one hand, we run a very flexible, fully-funded, and effective asset rotation platform, developing, constructing, connecting to the grid, operating and managing renewables and storage assets across 40 different countries in five continents. This integrated development of renewable assets and battery storage is at the core of the activity. Within the last three years, we have successfully agreed and completed the rotation of many assets through land- bound transactions.

Under this program, the group strategically selects renewable and storage projects either to hold and operate or monetize and rotate, reinvesting the capital back in the pipeline. This approach is a disciplined and effective one, allowing to select its time whether we will operate or rotate the assets. As we said earlier, one of the seven mega-themes in energy has to do with the ownership of renewables and storage assets. Since we truly believe that ownership and operation is not attractive without downstream backing, we're not choosing to hold assets, or at least hold them for long, in markets where we do not have or do not intend to develop downstream business.

On the other hand, I would like to emphasize also on the other pillar of an energy transition platform, the 10 key solutions. This is what we initially introduce us to the geographies and to the greater market of development and investors. This is also the reason of our competitiveness when it comes to the integrated development and construction of our own pipeline under our rotation strategy. Our superior capabilities in this field have been developed and sharpened for more than 20 years, during which we have delivered 143 projects across multiple technologies in power grids and digital. You can see the diversification on the pie chart, where you see like 29 projects of thermal plants, 21 battery storage projects, 65 projects of renewables, and so on and so forth.

But as we said before, in METLEN, we are always looking towards the future. The trends and fundamentals that we discussed under the seven mega-themes are more than relevant for our energy transition platform. The investment appetite for renewables, storage, grid infrastructure, and data centers is already very high and will keep on growing in the next years. On the back of that, our energy transition platform business as of today comprises of a portfolio of 12.5 gigabit of renewable and storage with a good build up across different stages of maturity, including 1.4 gigabit already installed and operating, 2.8 gigawatt of mature pipeline, 3.5 gigawatt in middle and late stage of development, and the rest of 4.7 gigawatts still in the early stages of operation of development. Second, a backlog of more than 1.6 billion in energy transition projects, 42% of which regards grid, 28% regards thermal technologies, and 30% regards renewable and storage. And these are only the beginning in a growing market where the demand for such projects is imminent and massive.

As I'm concluding this short, I like to think, presentation of METLEN Energy in which I try to give you a good glimpse of where we are and where we're heading to, I would like to leave you with a summary of thoughts. The energy markets will remain quite volatile and sometimes unpredictable. The path forward might not be that smooth and straightforward, with a need for more integrated positions and more sophistication in energy management and trading to be an imperative. However, the direction of travel of the energy markets has not changed. The world will keep on developing more renewables, but now this is going to be along with more storage. Flexible and efficient dispatchable gas generation will remain for long, playing a vital role for the balancing, but also the stability and the security of the systems. Electrification of demand will rise and take over, although the pace of it cannot be foreseen easily. Data centers are about to have a significant demand of base load power in the systems. And all these are massively challenging the capacity and stability of the grid infrastructure.

METLEN Energy, through its integrated position as a utility as well as an energy transition platform, I think is perfectly positioned in this energy landscape for now and for the future. Thank you very much for your attention. I hope I wasn't too long. And now I will open the stage to Mr. Dimitris Stefanidis, our senior executive directors for metals, to talk about the metal segment.

Speaker 5:

METLEN is full of energy. But if you ask what we're made of, the answer is metals, from the ground to the grid. We don't just produce metals, we power them. It starts with bauxite mining, alumina refining, and aluminium production fully integrated.

While Europe's industry battled high energy costs, METLEN secured long-term competitive power and turned aluminium into a battery.

Raw materials, the largest bauxite producer in Greece and in Europe.

Energy enables, supply adapts. Production, continuous. That's a homegrown synergetic setup. In short, the future, and METLEN is already there, harnessing a unique integrated process, with a new bauxite mining line, new gallium production facilities, and upgraded alumina production. We're creating an efficient, sustainable system to meet the growing demand. This goes beyond metal production. Here's how. Your everyday tech all depends on one critical element, gallium, so do the technologies that will shape Europe's energy. But here's the challenge. Gallium is a critical raw material, and the need for a secure European source has never been more urgent. At METLEN, we're already building the solution. We are developing the only operational gallium production facility in Europe.

But there is more. At METLEN, we raised the bar. We pioneered a breakthrough in metal recovery, solving a century-old problem. We've built a fully-integrated system, recovering up to 98% of metals from industrial residues across all stages of metallurgy processes. Today, our production focuses on copper essential for powering the green transition and zinc crucial for steel-based industries. Soon, nickel, cobalt, and more. This is how we recover more with less waste, less energy, and a smarter path forward. This is industrial recovery redefined, and it's how we shape the next 50 years. METLEN.

Dimitris Stefanidis:

Good afternoon from my side as well. As mentioned earlier by Vivian, I have a long history of leading our aluminium business, with more than 40 years of experience in total, having previously worked with Pechiney and Alcan in Greece, France, and Australia, and then METLEN's metals business for 20 years now.

Allow me to start by setting the scene for our metals business. METLEN acquired aluminium of Greece in 2005 with a big challenge ahead of us to make this business a long-term highly competitive refinery and smelter. What we have achieved today is to operate the sole fully-integrated and highly cost-competitive aluminium business in Europe, from bauxite mining to alumina refinery, to aluminium smelter, and then to recycling. A few years before aluminium, METLEN had acquired METKA, a metal constructions company with a factory at Volos fabricating light metal constructions. What we have achieved today is to be a significant manufacturer for metallurgical defense applications.

For both those businesses, we have identified growth opportunities and de-risked brownfield projects. Today, I'm going to present to you the exciting projects that will transform us in the coming years. We're expanding our bauxite and alumina capacity to scale up our successful business. We're expanding our metallurgical defense applications production as our existing cutting-edge capabilities in the defense sector are becoming more critical in view of the changing world we live in. We're taking the first step towards critical materials by becoming a major gallium producer, securing Europe's supply. We're investing in our patented technology, launching our critical circular metallurgy business. We will discuss all these exciting projects, but first let me refresh who we are today.

We operate the largest bauxite mining business in the European Union, with approximately 1.1 million tons per year of production and fully securing our alumina refinery needs for Greek bauxite. We have an alumina refining capacity of 865,000 tons per year, of which 350 are supplied to our aluminium smelter. This smelter has a capacity of 190,000 tons per year of primary aluminium in the form of billets and slabs. And we have in total a capacity of 60,000 tons per year of secondary aluminium remelt and recycled.

A few more details on secondary aluminium business. Before 2018, our capacity and recycling and remelting activities relied only on the opportunistic remelting in the smelter's cast house furnaces. It was then when we decided to grow into the business and have invested organically and inorganically to increase our capacity from 3,000 tons in 2018 to 60,000 tons per year today. We are the largest producer of secondary billets in Greece, and we plan to further expand to more than 100,000 tons of capacity in the medium term.

Our activities are underpinned by our continuous improvement efforts, based on which we have managed to operate and integrate the aluminium business positioned among the lowest cost producers globally. We have a first quartile position on the global cost curves for both alumina and aluminium and we're definitely the lowest-cost alumina producer in Europe.

Looking forward, the outlook for aluminium remains very strong. Global supply deficits are expected to grow together with increasing demand, pushing prices up. As such, the fundamentals for the entire aluminium value chain remain very attractive, with alumina, aluminium, and bauxite to continue being on high demand.

We are planning to cater for these market needs with our 296-million euros investment program. First, we're planning to increase our bauxite production capacity to 2 million tons per year by further exploring our current bauxite concessions. At the same time, we're looking to increase our alumina production to almost 1.3 million tons per year with a new tropical bauxite processing line. Our investment program also includes the production of gallium at the same premises, but we'll talk about this shortly.

The increase in bauxite and alumina production will provide security of supply for our operations and significant operational flexibility. Important though is how we approach this investment, an approach that is based on our prudency and discipline in investing, as our expansion is underpinned by attractive long-term agreements. We have a long-term cooperation with a reputable global partner who during the previous eight years supplied 2.9 million tons of bauxite and offtook 2.3 million tons of smelter-grade alumina, and we'll continue to do so.

In February 2025, we announced a long-term agreement with a big metals and mining company, which further de-risks our investment. This agreement, on the one side, secures the supply of the required tropical bauxite for the production of alumina, and on the other side secures the offtake of this alumina.

In particular, they will supply 14.9 million tons of bauxite for 10 years and will offtake 3.9 million tons of alumina from 2027 to 2034, with an option for a three-year extension.

And now I would like to take you back to the last piece of the 296-million euros investment. We're going to talk about critical metals and specifically gallium. First of all, what is gallium? Well, gallium is a rare metal critical for new technologies that can be obtained as a byproduct from the processing of bauxite. Today, the world is facing a global supply restriction of gallium, and Europe has been long dependent on Chinese imports and now looking to secure its own production. For the past five years, we at METLEN have successfully invested in R&D, which today allows us to extract gallium from the bauxite processing lines. To address the urgent, we are developing a production facility for 50 tons of high-purity gallium per year, a quantity that is expected to cover in full Europe's needs today. This is a significantly de-risked investment. Tested technology, secured feedstock, and the site at our own premises, and our pilot plant is already proving this and yielding strong results. We will bring this to life in the same way we always do, identifying a market need, tying in synergies, and ensuring operational excellence and low-cost production in everything we do.

And now, I'm moving to one of the most exciting parts of my presentation. I'm going to talk to you about our groundbreaking technology of recovering metals from wastes. But let me give you some background first. The mine supply is facing significant challenges today, decreasing ore grades, more difficult discovery in extraction, and strong local opposition. At the same time, the European Union is becoming increasingly concerned with securing the critical raw materials required for the day-to-day life of its citizens. We believe that part of the solution lies in untreated residues originating from industrial processes containing valuable amounts of metals who currently cannot be economically extracted. Heavy mapped thousands of assets around the world, we estimate that there are metals worth of $10 billion per year locked in this untreated residues waiting to be extracted, and this is where METLEN steps in.

After years of R&D investment, we are finally ready to announce our new proprietary technology for the recovery of valuable metals from waste processing. I can tell you with certainty that our technology is unlike any other in the market, and here's why. It is flexible as it can quickly adapt between different feedstocks. It allows for simultaneous recovery of multiple metals in the form of oxides at low cost and with minimal waste, achieving a recovery rate of up to 99%. 98 said on the video. 99% is correct, significantly higher than that of other technologies. At the same time, it ensures net-zero emissions and neutralizes all non-valuable elements. We have already rolled this out at...

Dimitris Stefanidis:

We have already rolled this out at our pilot plant in northern Greece with great success, as we have managed to recover all types of metals in the form of oxides from a variety of industrial residues.

Now, what's next for this business? Based on our successful test results so far, we have a clear goal to achieve around 290,000 tons per year of output material in the medium term through two plants whose sites have already been secured. First, we have our fully owned operating pilot plant that I previously mentioned in northern Greece focused on copper and nickel, and we'll be contributing 33,000 tons of annual output in the medium term. Second, we plan to utilize our secure, fully owned site in central Romania to build a large plant focused on zinc and copper almost entirely based on captive feedstock. This plant will be operational in the medium term and will output an initial 115,000 tons per year as well as an additional 140,000 tons per year following its planned expansion.

Our highly effective, cost-efficient and flexible technology is already backed by more than 5 million tons of secured feedstock, and we are in discussions with multiple industry participants to access additional feedstock. We have developed a solid and detailed business plan tested under different scenarios to scale up our new technology. In any scenario, we are certain that our technology is highly attractive and profitable. We plan to spend half a billion euros in capex in the next years, which should unlock approximately €220 million in annual EBITDA in the medium term. With this investment, we should be able to output multiple critical raw materials at a rate of around 290,000 tons per year.

I can tell you one thing, this will only be the first step in the long journey ahead of us for our circular metals business. And as part of our ongoing R&D activities, we're also investigating ways to extract germanium from our captive feedstock in Romania and scandium from processed bauxite from our alumina plant in central Greece, and we're looking forward to sharing more in this in the not too distant future. Final part of my presentation is the evolution of our defense business, but let's watch a video first to give you a glimpse.

Speaker 5:

In an ever-changing world, competence and resilience matter. It's all about assuring awareness and deterrence and manufacturers building security must deliver innovation and sophistication. Metlen is expanding its presence in the defense sector with modern infrastructure, proven expertise and exemplary execution, and with something more, a reliable track record that begins in 1998. As our flagship plant in Volos, we construct special metal structures for defense systems and customers around the world. From battle tanks to submarines and recovery vehicles, assembled meticulously in Greece with state-of-the-art proprietary tooling, with passion, efficiency and excellence, 100% exported, built with precision, trusted for decades. Now we scale our potential as long-term reliable partners in the defense sector. We are developing a new 60,000 square meter industrial hub, five plants with one purpose: to excel in what matters. We move ahead with confidence, fulfilling our critical role serving those who safeguard peace at the global front lines. Metlen.

Dimitris Stefanidis:

Manufacturing complex metal structures is nothing new to us. We have over 60 years of experience in the field capitalizing on our history and familiarity with metals processing. We started this journey with metal works for bridges and stadiums in Greece and entered defense applications in 1998 where we identified the market need. Since then, we have developed partnerships with leading global OEMs, including Raytheon, KNDS and HDW, providing critical parts for their end products. As such, we have developed strong experience in machining, welding, painting, and coating for different types of defense applications.

Our offering has become even more relevant today. Europe is rapidly turning towards rearmament, committing €150 billion to the purpose and easing fiscal rules to further support defense spending. Greece is leading defense spending amongst all countries committing first to double its 12-year defense spending to €25 billion until 2036. And in this critical challenge again, we cannot remain passive. On top of two existing production plants in Volos, we're expanding our production capacity with the addition of three new production facilities, with one being already under construction under a €150 to €180 million capex program. Our five production facilities will come to operation in the medium term and support our growth ambitions.

First, we're looking to grow our defense core by increasing international and Greek sales on defense products close to what we already do. Earlier this month, we already announced our exclusive partnership with KNDS France for the production of Philoctetes, which is an infantry-fighting armored vehicle. Second, we're looking to expand in adjacent areas such as modernization, repair and overhaul, and also structures for national vehicles for the Hellenic Armed Forces. Earlier this month, we also announced the joint participation with IVECO in the upcoming Greek program for the renewal of existing fleet. Finally, we're assessing opportunities to enter new fields such as autonomous land systems and unmanned aerial systems. With this new size and purpose, we're now seeing metallurgical defense equipment as a new segment within our metals business and we're excited to leverage on it to navigate through these interesting times in the global geopolitical scene.

And I will leave you with these key takeaways. We're Europe's only fully vertically-integrated aluminum producer and we are actively investing to sustain the competitiveness of our facilities to drive growth by expanding our bauxite and aluminum operations. We're opening new horizons with pioneering solutions in critical raw materials, becoming Europe's single actual gallium producer targeting to cover Europe's current needs. Circular Metals is our new business line based on our innovative patented technology for metals recovery from wastes. We're leading producer of metallurgical structures for the defense sector and now expanding in this critical sector, investing in three new manufacturing facilities and broadening our offerings to support Europe's and Greece's rearmament programs. We are confident we will continue delivering strong profitability and significant EBITDA growth. Thank you all for your patience. I would like now to call to the podium Mr. Dinos Benroubi to present infrastructure and concessions.

Speaker 5:

It takes one thing to start: a decision, a foundation, a first line drawn. And from there, roads take shape, cities rise and connections grow. Some call it the future. We call it our duty. Because behind every structure, every system, every solution is something built with purpose, built to last. That's what we do with deep technical know-how, with engineers whose experience spans decades. We are here for the complex, demanding, impressive construction projects: roads, railways, tunnels, ports, and certified sustainable buildings. In other words, we are here for the infrastructure that keeps the world connected. With optimized operational efficiency with financial strength and a seventh-class contractor's certificate, we're here to deliver safely, artfully, on time. Rooted in Greece with the perspective to shape lasting progress, Metka our people and their accomplishments define us.

Dinos Benroubi:

Well, good afternoon to everybody. It's a pleasure and an honor for me having the chance to be here and to talk to you. I'm the vice chairman and CEO of Metka infrastructure, a construction company who is a wholly owned subsidiary of Metlen. I have worked in the broader industrial sector, mainly heavy industry for over 45 years, 20 of them with Metlen. I will talk to you for the next 15 minutes or less about our infrastructure activities, including concessions and private-public cooperation projects.

Metka Construction and M Concessions were founded in May 2023 as a spin-off of this business from Metlen when we saw a huge growing infrastructure investment demand in Greece across both public and private sectors. As also it was said on the video, Metka Construction is one of the four seventh-class general contractors in Greece. By the way, for the people that don't know the Greek system, seventh-class is the highest technical grade of construction companies and we are one of the four. I'll spend a couple of minutes saying what made us as Metlen get into the infrastructure and construction activity.

We identified a significant medium and long-term opportunity to capitalize on the growth of infrastructure investments in Greece. On the top graph, you can see that the all-type infrastructure investment gap in Greece is calculated to about €80 billion. This gap is the result of 20 years of underinvestment in infrastructure in Greece versus the EU average. If you can see and take the average of this graph, it's about 2% of the GDP gap per year and this gap will have to be filled in a great extent.

If we read Greece's Foundation for Economic Industrial Research, which for the Greek it's IOBE, is forecasting that infrastructure spending in the country will exceed €18 billion per year for the next couple of years. Of course, this amount is not executed only by the big four construction companies but by many other small and medium companies, but all the big projects end up to the big four because they're the only ones that have the financial and technical capability to handle these type of projects and we are one of them.

We correctly assessed also that we have the capacity to develop our technical expertise in this sector and that we have the execution capabilities. And our initial achievements have shown that if somebody would be in Greece at this moment, they could see there are plenty of things going on in the infrastructure section. There are big public works financed by the state, supported by national and European funds, RRF is a big part of it, private projects supported by Greece's economic recovery, and more specifically very many private projects that are concentrated in high-end hospitality and commercial and logistics facilities.

Another very important factor we took into account which led us to this decision is that many of the public works were going to be tendered not as publicly financed works as it has been happening for decades up to now, but in a new form, in the form of public private partnerships. In this public private partnerships actually a private party finances, builds, and then gets paid with payments for the next 25 or 30 years. So this gave us the opportunity not only to act as a contractor to build them, but we would also have the role of equity investors and we had an advantage on that as Metlen because Metlen in financing had a substantial advantage versus its competitors.

I would like to spend another couple of minutes saying why we founded simultaneously a general contractor as Metka infrastructure is and the concessions company is M Concessions. We feel that these two companies, which as far as I'm concerned, I considered them to be in the same sector, they're sister companies, are fully complementary and synergistic with each other. Both have to do with roads, railways, ports and big energy-efficient and innovative buildings, LED-certified, LED, I'm sure you know it's leadership in environmental and energy design, and bring together under the same roof, Metka Construction, technical expertise and outstanding human capital in conjunction with Metlen's, through M Concessions always, financial firepower.

This leads to a self-funded and self-propelled model where M Concessions provides Metka with considerable project flow and the projects constructed by Metka in time and in cost. When they are put in operation, they provide a steady recurring cash flow back to M Concessions for many years. Our vision as Metka is to be leaders in our sector by delivering multiple projects on time, safely. Safety is first for us and our safety record is impeccable. With engineering excellence and cost efficiency. All these four factors have to be there.

On this slide you can see a sample of the projects Metka is executing at the present moment. You can see that we are in all sectors, we are in roads, we are in rail, we are in ports, we are in buildings. Three of these projects, as you can see also on the slide, have been awarded to Metka by M Concessions. Actually, M Concessions in PPPs, in public-private partnerships, has been a pioneer. The first major PPP project has been through M Concessions and it's a road.

From this project list, which is purely indicative, I mean, I could not fit all the projects in this list, you can see that within less than two years of existence, Metka has an established track record as a reliable contractor of choice. I would like to note at this point that a considerable percentage of the projects is in the list of our backlog, so this makes our backlog very secure because projects that we are already executing, the unexecuted part is part of the backlog.

As I mentioned before, our most important asset is technical know-how. That's what we have mainly, our engineers. As you can see on the graph, we started in 2023 with 350 engineers and we finished 2024 with 715 engineers. I'm proud to say that Metka is an employer of choice in our sector and this helps in the inflow of engineers and this helps us to recruit top-class engineers. Also, some other data you can see on the slide show that we doubled our EBITDA from €23 million in 2023 when we started to €56 million in 2024, and I'm happy to say by reading the trading update for the first quarter that the pace is doubled or even more versus the first quarter of 2024 on revenue, always speaking. Our EBITDA margin, which by the way is very close to our EBIT, we don't have amortization, we don't have interest cost. It depends always on the project pool every year. Each type of project has maybe a different EBITDA margin.

Our target is to work with an average EBITDA margin of anything from 13 to 15%, but this is average. There are projects that are higher than this. There are projects that are lower than this, but we always try to keep something between 13 to 15 as a weighted average of our projects. The exact number each year, as I said, depends on the mixture of projects that is public, private or PPPs. Each one has a different profile. In 2024, as you can see, the return on capital employed, which is a photograph of course, was 24%, which gives Metka a positive view of the future.

So after having said all that, I strongly believe that Metka working hand-in-hand with M Concessions is well positioned to capture a significant share of Greece's upcoming infrastructure investment. One last word about our future is that in less than two years we have a quality secure backlog going at the moment at least over €1.5 billion, which is well-balanced between heavy infrastructure and buildings, that's the first split, and also a second balance, which is between public works, private works, and PPPs. This gives both, if you see both of these graphs, they give an equilibrium. We are not a lopsided, one-sided company.

The visibility on already publicly declared medium-term PPPs except for public works and private works is €3.2 billion. That's already known PPPs that are on the market for bidding and it's estimated that they will be awarded until the end of 2026. Our target is to get anything from 20 to 25% share of the PPPs market in these years, and this will led in addition to public and private works, a secure steady income to Metka in the years that we are constructing them. And then when we finish constructing them, it will give a very strong free cash flow to M Concessions for the next 25 to 30 years while they operate and M Concessions keeps getting the annual payments. So thank you very much for listening to me and I'm going to call to the podium Eleftheria Kontogianni, which is the CFO of Metlen, to talk to you about the numbers.

Eleftheria Kontogianni:

Good afternoon to all. No video for me. I was mad about that, but I feel better now. The team ensured me that the next time I will have to, so it's okay. Allow me to introduce myself. My name is Eleftheria Kontogianni. If you cannot pronounce Eleftheria, you can call me Freedom. This is what it means in Greek. I hold the role of the CFO since January 2023 when Metlen announced its second big transformation back then. I've already completed with the company seven years this month and today I will have the pleasure of guiding you through our recent financial performance and also sharing insights into the group strategic targets for the medium term.

Before we get straight to the numbers, I want to very briefly highlight the principles that guide our financial strategy, the core pillars that underpin everything we do. First of all, earnings growth with financial resilience. We have managed to deliver a robust EBITDA growth over the years and we've done it while keeping our balance very strong. That gives us the flexibility to pursue opportunities decisively, even in volatile markets without compromising of course our long-term stability. Second one, the disciplined capital allocation. We prioritize our investments where we see the highest returns. That is especially on the side of renewable energy and metallurgy, while also we leverage the synergies which is very strong among our business units. Third, a very clear commitment to our shareholder returns. Our consistent and growing dividend reflects not only strong cash flow generation, but also our confidence in the long-term profitability of our model. All these three pillars are the foundation of our financial track record and our outlook of course.

Let me now walk you through our financial evolution. You will see on this page that this is divided into three key phases. First one, 2016 to 2019. This was a period of strategic consolidation, a period of groundwork I would say. During those three years, our revenue grew steadily from 1.2 billion to 2.3 billion driven by the integration of our businesses into a unified corporate structure by implementing our first big transformation called Big ONE, and of course initial growth in energy retail and generation. Our EBITDA in that period increased from €222 million to €313 million supported by the early synergies between our energy and metallurgy operations, and this reflected exactly improved efficiency scale and cost discipline across the board. The net income for 2016 to 2019 rose from 34 million to €145 million fueled by basically margin expansion, improved tax efficiencies, and better capital structure management. This phase was the phase that exactly laid the operational and financial foundation for what was to come.

Next phase, 2020 to 2021, a period that despite the global pandemic, we demonstrated agility and resilience. In 2022, our revenues dipped to €1.9 billion, but quickly rebounded to €2.7 billion in 2021 as we already begin to see the energy demand recovering and the commodity prices rose. The EBITDA remained stable in 2020 and then increased to 359 million in 2021, an increase of nearly 14% as we began seeing the benefits of our integration strategy and improving market conditions. Net income rose from 129 million to 162 million thanks to strong aluminum prices, proactive hedging and prudent cost control.

This was the phase where we positioned ourselves for the explosive growth that followed. And when that happened? That happened on 2022 to 2024. This period marks a real step change in our performance. The revenue more than doubled in 2022 to €6.3 billion driven by record energy prices, increased power generation and significant expansion in our renewables and EPC activity. Even as prices normalized in 2023 and 2024, we sustained very high levels, finishing 2024 at €5.7 billion. EBITDA broke through the 1 billion mark climbing from 822 million in 2022 to 1.1 billion in 2024, reflecting not just high volumes but also stronger margins from our high efficiency assets and renewable projects. Most notably, net income from 466 million in 2022 increased to 615 million in 2024, and that was driven mainly by margin expansion, efficient capital allocation, and of course our integrated energy metal strategy that allowed us to weather volatility and capture upside.

So across those eight years in terms of compound annual growth rate, we have managed to deliver 21% in our turnover, 22% in EBITDA, and a really impressive 43% in net income. And this performance is not just about numbers, it's about a business model that works, a market that values our capabilities, and a team that consistently executes.

Let's go now to the next slide. That illustrates the strength of our EBITDA growth over time, breaking it down by segment and showing how we are positioned to nearly double our EBITDA again over the medium term. Let's start on the left where you can see that in 2020 we have reported 315 million in EBITDA. This was a solid baseline year that already reflected our integrated model in operational discipline. We have reached €1.1 billion in 2024, more than tripling in just four years.

Let's now have a closer look at what's been driving that exceptional performance in our energy segment, which has been the single largest contributor to our EBITDA growth since 2020. Back in 2020, energy EBITDA stood at €173 million. By 2024, that figure had more than quadrupled to 753 million, a reflection of both structural investments and tactical execution. We break this down into some key value drivers. Of course, the big inflection came from generation of electricity and renewables, which now account for the lion's share of energy EBITDA. Generation EBITDA grew, driven by added capacity on the one hand, and of course higher load factors. Margins also improved meaningfully due to secured long-term gas contracts that shielded us from volatility and enhanced spreads. And in renewables, EBITDA grew, driven by our expansion in install capacity and the asset rotation strategy of course.

Overall, what you're seeing here is the evolution of our energy platform from regional utility to a fully degraded, capital efficient and margin-accredited portfolio, one that's very well positioned for long-term value creation through renewables and flexible thermal generation. Our metal segment has demonstrated exceptional resilience and strategic value doubling its EBITDA from 136 million back in 2020 to €297 million in 2024 despite market volatility.

Aluminium drove this growth with the prices rising sharply while physical premiums in Europe also surged due to regional supply shortages boosting our realized prices well above LME averages. We responded with smart operational and execution by expanding the recycled aluminum output to enhancing cost efficiency and ESG alignment. And throughout the energy crisis in Europe, while others were curtailing output, we were able to run our smelter at full capacity. That's thanks to the strategic advantage of our in-house power generation, which insulated us from extreme price volatility and allowed us to preserve margins even in high-cost environment.

Alumina also contributed steadily. We are now a refinery near full capacity at a low cost. Our internal use of alumina let us profit from higher third-party prices while margins held firm despite energy inflation, thanks to cost controls and flexibility. And in 2023, we closed the loop by acquiring the Imerys bauxite mines, securing upstream feedstock and completing vertical integration across the value chain. Together, aluminum and alumina drove stable earnings with strong pricing, margin protection, and supply security. And because of the strategic positioning, the metal segment continues to play a vital role in the overall dynamics, contributing around one third of group profitability in 2024 with structurally stronger margins than we had at the beginning of the period.

Now, let's look forward what will happen 2024 onwards. Our mid-term organic growth plan targets an EBITDA of around 2 billion, essentially doubling again from current levels. What we expect in the energy segment? We expect continued strong momentum driven by multiple-

Eleftheria Kontogianni:

-continued strong momentum driven by multiple levers. A key contributor will be the ongoing development and strengthening of our Southeast European integrated utility platform. This will be supported by further investment in the expansion of our global renewables portfolio. We are also enhancing our digital and data center capabilities, which will unlock further synergies within the energy transition space and support long-term competitiveness. Within the metal segment, we anticipate significant growth across a number of strategic initiatives. This includes the replication and expansion of our highly successfully integrated aluminum model. We are also entering new high-value verticals, such as the gallium production where we will leverage our project delivery capabilities and advanced metallurgical R&D expertise. In parallel, we are capitalizing on our decades of experience in defense metallurgy and specialty applications. Perhaps most notably, we're scaling up proprietary technology in the recovery of valuable metals from industrial residue, a breakthrough that is expected to reinforce our sustainability credentials.

In infrastructure and concessions, we're focusing on the expansion of our platform in the pursuit of value-creative infrastructure projects. These initiatives will be carefully structured to de-risk delivery and ensure sustainable returns. By the time we reach that 2 billion mark, our epidemics will be very well-balanced. Beyond the base plan, we also see considerable upside from organic growth in targeted areas as well as selected M&A opportunities. These are expected to further strengthen our position and could push total EBITDA beyond the 2 billion mark over the medium term. We will continue with our capital investment outlook. Our CapEx focusing mainly on energy and metals. We're executing a focused high-impact investment plan of approximately 2.5 billion euros over four years with a clear tilt toward growth. As you can see, our invested capital over the next four years will be evenly allocated between the two main segments. Metals investments will account for 40%, reflecting strategic emphasis on growth initiatives primarily in circular metals and defense.

The majority of the remaining capital expenses will continue to support the energy segment with a strong focus on expanding our renewables portfolio and flexible generation assets. Importantly, 84% of this CapEx is growth-focused with only a small share allocated to maintenance. This reflects exactly our confidence in scalable high return opportunities that strengthen our earnings base and reinforce long-term value creation. Now stay with me. This is a heavy CapEx program. It's 2.5 billion euros for the next four years, starting from this year, 2025, to 2028. If you look back in our historicals, you will find out that the previous three historical years between 2022 and 2024, we have spent another two-point-five billion, and on top of this really heavy investment plan we have also to serve the payment of our taxes, our interest, and of course other dividends. But the important here is that all these needs will be entirely covered from generated free cash flows, and of course our available cash balance. We expect really comfortably to exceed all these requirements.

While we retain the flexibility to access debt markets, should the need arise, there are currently no plans to do so. We expect gross debt and leverage ratios to slowly decline over the next period in line with our commitment to maintain a robust financial position. We can now deep dive into the CapEx spending of the energy segment. The energy business will continue to be a core growth engine underpinned by a disciplined and high return investment strategy. Between 2025 and 2028, we're planning to invest approximately one-point-three billion, with the majority directed toward renewables and retail reflecting the maturity and success of our integrated model. While recurring CapEx trends lower post-2024 as expected, following, of course the prior infrastructure build-out, the focus firmly shifts to high-yield growth investments. From a technology perspective, nearly 70% of the plant supports renewables, including net flows of our robust asset rotation model that already this year is closing its first big successful cost cycle.

On the metals business, the metals business is entering its next phase of growth, driven by the deployment of new and advanced technologies across the value chain, as well as targeted capacity expansion. Between 2025 and 2028, we plan to invest approximately 970 million euros, with a strong focus on growing our new proprietary technology and scaling our core alumina and aluminum platforms while expanding into high value segments. The majority of spend supports growth investments, particularly in circular metals, defense, raw material, security, and downstream capabilities. One of the largest initiatives is the plant expansion of our alumina capacity, from 865,000 tons to approximately 1.3 million tons, which will strengthen integration, increase export potential, and support margin enhancement across the chain. We are also ramping up large scale metal recovery, developing a new gallium production line, and significantly expanding our defense- related metallurgical activities, which are seeing strong demand and high barriers to entry.

Now in terms of recent market developments, we wanted to underline that we have continuously proven our ability to succeed even during difficult macro environments. We are very closely monitoring the recently announced US tariffs, and we want to reassure investors that the direct impact on our operations is negligible. As disclosed in our latest financials, 0% of our revenues originate in the US, with our business concentrated in Greece, 51% in terms of turnover, Europe, 36%, and other international markets. This geographical footprint means we are structurally insulated from the first order effects of these tariffs. While we recognize potential indirect impacts through global supply chains or commodity prices, Metlen is very well positioned to manage them. Our operations are supported by a diversified supplier base, long-term input contracts, and robust hedging strategies across key commodities and currencies. We have also demonstrated consistent resilience in previous micro economic challenges, including the European debt crisis, the energy crisis, and the pandemic, emerging stronger each time. Our solid financial position, discipline, risk management, and flexible business model gives us confidence that Metlen will continue to perform strongly despite external headwinds.

At this point, I have to tell you, no more numbers from me. My colleagues keep saying to me the previous days, you are going to drive everybody crazy in the room. You are the fifth presenter, so don't do it. I hope that this has not happened. As you have seen throughout today's presentation, our story is one of strategic clarity, a disciplined execution and transformational growth. We have tripled our EBITDA since 2020, more than doubled our revenue and expanded across energy, metals, and infrastructure, all while maintaining financial resilience with a clear commitment to shareholder returns. We are not just growing, we are growing the right way. With a high quality asset base, integrated business model, and focused investment plan, we're unlocking value across every segment. And with a strong foundation and visibility into our pipeline, we are now positioned to double EBITDA again over the medium term.

In short, Metlen is built for resilience and geared for growth. We have delivered through disruption, outperformed in transformation, and we are entering the next chapter from a position of strength. Our strategy's clear, our execution is proven, and our ambition is high. With strong momentum and a future defined by opportunity, we are confident in our ability to continue delivering sustainable value for our shareholders, our partners, and the communities we serve. Thank you very much for listening to me. We look forward to continuing in building a trusted partnership. At this point, I will invite Christos Gavalas to take you through the last part of today's presentation, prior that we proceed to the Q&A session. Thank you.

Christos Gavalas:

Good afternoon. Can you hear me? I hope so. No? Should be on. So thank you for coming. Thank you for connecting, dear friends, colleagues, associates. Very happy and honored to be here today. Such a significant day for Metlen, such a move as we were expecting long-term to happen. I'm going to be really short, not to take more of your time. It's just going to be a few minutes, and three issues that I would like to take you through. The first has to do with capital discipline; the way that we find the capital, the way that we maneuver through all the things that have been discussed by the business leaders. Second is whatever has to do with SIR capital structure, the way that we have performed, the policies that we have applied. And last but not least, the London consideration.

So we have discussed extensively about the black bars. That has to do with the rescaling of our profits, the reshaping of the group, the diversification of where we're doing business, how we're doing business, and the energy plus metals mix throughout the year. So 300 becomes a billion and something, and this was supported by the light color, I don't know what the color is exactly, but this light color is the CapEx throughout the year, so it has been enough, and this has been sent into investments in assets and projects. And this has actually resulted in that profitability. So the interesting part about that graph is that, even though we have spent throughout that decade or so, all this money's leverage stood at the pace below two. Below two, that allowed us in order to upscale and upgrade the rating of the group three times, from WB minus to WB plus recently.

You probably know that we are rated by Fitch and SMP, and obviously next step according to the policy applied, and of course anything that has to do with the discipline in order not to go beyond that level, will drive us through the next chapter, the next phase, the next target that we have set, which is obviously investment grade. At the same time, two things to add is that obviously throughout that period we have distributed hefty dividends, but more important is that we have never asked any capital raise from the equity market. It's just earnings, it's just cash conversion, and it's the ability for us to tap the markets wherever we operate, and always to act under the discipline that allowed us to be always below two times and enable us down the road to get into the investment grade area.

So this is the evolution of the capital. So we've sent what we've spent, let us see what we have and let us see what the ammunition is, what the contribution, the composition of this capital that we are having. I've been in the company since 2001. It's not there, it's history. When I came, the total lines were a hundred million euros. Right now it's 11 and a half billion. So this has been the ride, this has been the access, this has been what we have tapped throughout, but this is just a glance from 2020 to 2024. More than three times in the recent years, that has come as a result of rescaling the profitability, reshaping the credit, having the footprint elsewhere, and having, by definition, our activities into two global sectors: energy and metal.

So the result is not only that we have more than triple the capital that has been extended, then this is something that I have to thank you very much, all my dear bank friends, to Metlen. In fact, we do bank wherever we do business. I have to thank, on behalf of Metlen, what the Greek banking system did for us, how that has supported our growth till today. But obviously from that point onwards, we have been very much supported by the global markets, by the international markets, by the markets that we're doing business. So we bank locally. This is what we do from Australia to Chile to Canada to UK to Africa. Everywhere we go into many type of different say products, this is what we're doing and this is what we are trying to get to: 55%, which is the number or the percentage that currently is provided by the international markets to Metlen.

And this is the power that we're having, not only in order to operate, not only in order to absorb all the volatility, the uncertainties, the working capital swings, but at the same time, to grow. Obviously this is essential for us to have it as a buffer, as you can see on the right part of that page that currently, even though that we have spent so much, even though that we have grown so much, even though that we have rescaled the size of the group 3 billion, or in excess of 3 billion is the cash buffer that we are having. Sorry, the liquidity buffer, because cash is a third. Two thirds are in unutilized lines coming from everywhere, and this is something that I have to share with you that it's more than 90 financial institutions wherever we are, and of course the capital markets.

And by saying so, let me get into that slide that says, which is the ladder of the maturities that we have the risk of being able to service, to provide all the necessary funding in order to refine our indebtedness when it comes. It goes beyond 2030, as you see. It's multicolored, so many different sources are coming in. You know that we have topped the capital market since 2017. It has been the year that we have been rated initially. We are having three now live bonds. The last one that was issued last October, it was a green 750, 5 year at 4%, and that I have to thank everyone that has assisted us in doing so.

That was a crossing into the IG universe. In fact, the tight pricing, this is what indicates meaning that yes, we did have the IG in place. We did have the high yield in place, we did have the Greek support, which was huge, but this was the crossing to the IG, and it's something that now onwards, it's a legacy, but we're going to build on for the years to come, and support furthermore the growth that we anticipate to have. The right hand side graph is showing where the secondary market's trading, which is very tight. It's through. The high yield is well within the IG, and this is an indication of how the market sees metal and its prospects. A few words on the stock, I'm not allowed to say many, probably you know more than I do on that one. Huge inflows the last five years, huge. Greece becoming IG, us tripled the size, us getting into 40 countries, as Vivian said before. Did you count them? Right, okay, 42. Now I'm counting.

But the interesting part is that a part of the price appreciation that you are all aware of is that the liquidity is there. It's by far the most liquid stock, non-financial stock in the Athens stock exchange. And this is another reason why we do have this performance, in fact. On the right-hand side, this is the value proposition. Going through the growth to the value proposition. That has to do with the returns, the returns that comes from the dividend payout and the dividend payout is very stable. It's consistent. It's fair, according to where the money market levels are. You may see the returns according to where the money market is, and in absolute terms, it has been 600 million euros the last three years. It's a big number. So this is what we have done,

And this is the proposition that we can send out into the market. Closing with the stock, thankful for the attention, thankful for the research coverage, and very happy that we have attracted the attention of the global market and research writing for the story, asking us about the outlook, and as we speak, I guess that we are expecting many more to join. Last one, which is a bit catchy, is the SIR capital structure that has to do with 78% free float, and out of it, 57 in institutional investors, global institutional investors. So thanks to the IR team, they have done a great job. They have sent the story where it should be sent, but the story is something that it's easy for you to say.

So this is what we've done; 50% the last three years, increase of that particular percentage. 50% from 2021, 2022 to now, which is the stake of the global institutional investors. This is honoring us. This is something that makes us happy, and this is something that enables us to look forward for the time to come. Now, a few words about our consideration to London. We think that the time has come. We've talked about capitalization, we've talked about profitability, we've talked about where we're doing that business. Half of what we're doing is outside of Greece. We've talked about who is having the stock, 57% percent. We've talked about who is giving the money to Metlen now, which is 55% of the global market. So we have done some good steps towards being able right now to go into the next step.

We have already adopted, since 2018, the UK codes of governance, and last but not least, we do operate in two, by definition, global sectors. It's not Greek sectors, it's energy and metals. So by saying so, let us get into the last part, which is the procedural. That has to do with the establishment of a UK company. When the time will come for us to obtain all the necessary, say, permits, we're going to launch a setting change offer for acquiring SA shares, the Greek company shares. And upon successful completion of that process, we're going to be ready to have a PLC listed in London primarily, and in Athens as well. Thank you so much. Thank you for being here. It's an easy part for me to ask Mr. Mytilineos to join and come again as a closing remark. Thank you so much.

Evangelos Mytilineos:

Oh gosh, I'm thrilled. What is it all I heard? It's been a long way, as you understand. Within a space of two hours, my colleagues and myself, have tried to describe a life journey. It's not so easy, but still it's two plus hours, so I guess I have to be short, because we have Q&A's afterwards. So we've done it in the past. We've done it before, and I can assure you, we can do it again. I was reading the page. Is it? Yep. It says METKA acquisition. First ever hostile takeover in the Athens Stock Exchange. I don't know if any other hostile takeover has taken place since then, actually. But it was interesting, because at that time I started to buy shares of METKA. It was a very good company. Silent power. The stock was sleepy. It was a good company.

At that time, there were no rules to declare your percentage above 5%, 10%, 15%; only if you pass 50%. So we started to buy METKA in the autumn 1997. By spring '98, that percentage was 15%. The price had started to move, as you can realize, quite forcefully up. And then in the summer, for those of you that have a strong and long memory, we had the Russian crisis, if you remember, and all of the stock exchanges collapsed, including Greek. At that time, I remember we had an 8% up or down range of any stock within one day. So my broker was calling me every 10 minutes, and they say, "It's a hundred thousand shares on the floor, 8% minus. Shall we buy?"

"Buy." Buy this, buy that, buy this, buy that. By the end of the summer, when I came back from holidays, the percentage was 25%, but nobody knew that. It was a very good and secretive broker. The control of the company belonged to three guys. One of them had 23% of the shares. So my broker, who was a friend of his, he called him to his office, and by myself as well. So I go there, I meet the guy, he says, "Oh, hello. Very nice to meet you. I've heard of you very much." I said, "Me too." We sit down and he goes like, "So what are we here for?" And my broker says, "We are here... I would like to introduce you to the major shareholder of your company." He said, "What?"

"He's a major shareholder of your company." He didn't exactly understand. He was a little old. Over-aged, I thought to say. And anyway, it took him a few minutes to recover. Then he says, "Okay, what do you want?" I said, "I want your stake." I remember that time the price had gone from 1,000 drachmas to 10,000. "I want your stake at 10,000." He says, "I have to speak with my family. I don't know, and I have to see..." I said, "Okay, you have two days. And of course it's up to you to sell me your share, but if you don't, your wealth will be reduced down to 1,000 again, because I'll get rid of the shares. I only want control of the company."

So in two days he came back. He said, "Can you please give me 12,000?" We finished the deal. We bought more shares, and the price at that time, which was middle of 1998, went to 56,000 per share. If I remember all the figures, it's a long time. We sold 6% to the market, and we took back all the money we had spent to buy the 50%, for those of you... But that says something about how we feel about M&A. I never want to buy market, because I'm pleased and happy with what I have. I will only buy when the price is right, the fit is correct, which is the most important. We're not a general conglomerate, we're not a private equity. We're a business. That's why all these years we have not done any major acquisition, other than aluminum, which is another interesting case that has also been written in the history books, because of the price that we paid and because of the money that has been made in the last 20 years.

So, bold moves then. We've been through that a few times. I'm sure you understand. That brought us to a number of leading positions now. I would add here, I don't know why this is not... That we are becoming, without even wanting to, we're becoming a leading infra and concession as well. How that happened, interesting. During the Greek bankruptcy situation, as I said before, between 2010, 2020, we had, through METKA, that we had bought in the hostile acquisition, we had a construction arm, but we left Greece and did a lot of businesses overseas, with good results and good money. When the new democracy-

Evangelos Mytilineos:

When the New Democracy party came to power and situation in Greece was being normalized, I get a call from the prime minister to go and meet him, which I did, of course. And he said to me, "We are very happy about [inaudible 02:12:25] made out in the crisis, but I have a request." I say, "What's the request?" "We are going to need all the construction capacity that we can amass in Greece to fulfill the projects that are coming. You are a strong company. I know you've done very well outside Greece in this sector, but please move a part of this sector in Greece now. We need it." And we did it. And that's why ... that's how it restarted and it's not the main business. But thanks to Dino and Vangeli Chrysafis who is the chairman of Metka. It's a great duo and they have a very good team. They are actually and slowly, without a lot of fuss, they are becoming a very strong company of its own.

So to put things right. Evolving for what's next. We've heard a few things about the first four, but I think the last three is the most interest for all of us. Our pioneering position in the circular metals with our proprietary technology and new plants to process residues, wastes, and all this stuff, is starting with three plants out of which one is going to be very big. The success of the existing pilot plant is unbelievable, is about 100% of what we had hoped. Not 99, 100. When the lab tests were completed and they reached the 100% success in the lab, we had long discussions how we move forward. And then

Dimitris Stefanidis, with his vast experience in the metals' industry, he said to me, "We have to have a pilot plant. You have to spend some money and make a pilot plant, because it's different to be successful in the lab, it's very different to be successful in the plant." That started, the plant started operations in last December, and now it can produce metals, of 99% content, metal oxides, copper oxides, zinc oxides, and others.

And this pilot plant, all we have to do now on the next one is just to make it bigger. We have nothing to change. All the technology from R&D is in there. Not much to add, only improvements in efficiencies and capacities. Very interestingly also, the residues and the tailings and everything, they contain small amounts of many of the critical raw materials we were talking about. A few grams per ton of residue can be hugely valuable as long as you can get it. I know some of you will say, "Well, a lot of people have tried to do it before. It's another attempt." You see. Do you know any practice in the past or any effort that managed to separate iron from nickel? Because I don't, and it has never happened, but we did it. And there is so much ferronickel residue of the waiting to be separated, and take the pure nickel out of it. Not much to say about defense. These are businesses that we do for the last 25 years. We have excellent relations with all the big names in the industry. They all want to work with us. The messages from the European Commission is that they want industries from the various state members of the EU to have cooperations and work together for the next [inaudible 02:19:32] in European defense. It's coming very normal. What is new is that we are expanding this for a total of five different plants within a big area, including the existing one, where we can operate on five different defense programs. That is going to start very soon, not by the announcement of cooperation with other firms, but by real business.

Last is the example of gallium. Not much to say about gallium. You've heard so much about it. I was reading the FT on the weekend, FT, again about gallium. Not much to say. We are there. We are already having pilot production. Mr. Sejourne, vice president of the European Commission, he came to see us. He was very happy. I hope the largess does not stay with his happiness, but it will be more supportive. Because you know how the EU is, they are very happy, "Let's talk about it. Let's have a meeting next month." And then next month we have the meeting in Brussels and then say, "It's a great idea. In the next six months we're going to make a resolution about. We go ahead." And then after three years, we have a critical list of raw materials, I think they're 36, and that's it. A very interesting critical list.

But if you want to get involved and spend money, that's your problem, man. I named it the critical raw material. That's all I can do. So I hope this will change. I hope many things in the EU will change, by the way. But all I want to say, at this stage, is that, on the line, it's also scandium and germanium. Why am I talking about these two, specifically, is because we hold the stock. The stock is captive. The stock is ours. We are only in the final stages of the R&D for this particular two metals. So shall we move? What can I say about this? That's where we are. That's where we want to be in the medium term, which are defined as a period of three to five years. How this is going to happen. We are going to strengthen our core businesses, the core segments, as I said before. Number two, we are going to exploit the know-how in the new areas that I've just described, and we are going to support massive organizational changes. I repeat, as written over there, that these figures do not include any M&A. I think we are more ready than ever for an upscale M&A, and we have plans on this one as well. And Christos has enough cash from what he said. Or I hope so, anyway.

Never in my life have I been an arrogant person. And as we grow bigger and bigger, the more humble I become. That's how, I think, people should evolve, and that's how, I think, people should lead by example. But I cannot but admit that this company has been, and it still is, a case study which combines growth and value. It has the characteristics of growth in the figures, but the value company for the nature of its activities. So it's a combination of growth and value. It is a company that is paying very interesting dividends throughout and is delivering capital gains to shareholders. Unthinkable when it entered the stock exchange back in 1995. It is spending big amounts on CapEx, year in year out, but without ever asking money from the shareholders. How we do it? With a combination of free cash flows and great financial engineering by the treasury team. I don't think there is a treasury team with such a skill like the one we have. Honestly. It is been an interesting last three or four months with a lot of things happening, and a lot of noise, and news coming out of our company. So some people have said to me that you're doing this ahead of your capital markets today in London. Far from. The most interesting news is coming next. Not now. Stay tuned. And another thing that people say to me is that you want to go into the FTSE 100, that's why. I say to you, and we will talk about it again in next couple market days, if anybody knows me a little bit and thinks that I will be done with a FTSE 100 entry, he knows zero about me. Nothing. The ambition is to go very much up the ladder in FTSE 100, not to enter the FTSE 100. Remember me one day. For those of you that like numbers, they wrote it for me, I have to tell you. In the medium term, our company will have 18 different plants, factories, a combined three times bauxite mine, 95 units of energy production, excluding the thermal, and eight standalone large storage batteries. That is a big, big company, and the figures are very conservative. But better conservative. That's more appreciated by the community, I think. Thank you very much.

Vivian Bouzali:

Thank you very much. I hope you are doing well. I know that we cut off the break, but we are doing great with time. So we will try, in the next 45 minutes, to answer all the questions that we have. There are questions here and there are also questions that they have come online. So if the panelists are ready, Mr. Chairman, can we start? We can start taking here, and then take it online. Mr. [inaudible 02:29:55] is here in case we need any help. Okay, let's go. I cannot see very clearly, so you will help me, Vasiliki, where to go. I will ask you to speak loud. First of all, say your name, your title, the company you come. And if you can also stand up, we can see you.

Ioannis Masvoulas:

Thanks so very much. This is Ioannis Masvoulas from Morgan Stanley. Congratulations on the presentation. I'd just like to say all the best for the next growth phase. First question on metals. You've been urging the European Commission to focus on self-sufficiency for quite some time, and to support the heavy industry. Things are moving the right direction ever so gradually. But my key question here is commodity prices are inherently volatile. You came up with an EBITDA target from both gallium and your circular metals projects.

Can you perhaps talk about the cost competitiveness of these processes? Are they going to sit on the first quartile of the cost curve like you've managed to achieve with alumina and aluminum? And also, can you talk about the level of project returns or IRRs you're expecting from these projects? And then, the second question on defense. Looking at the EBITDA and CapEx figures you provided, those suggest some very attractive returns. So question here is what proportion of the 150 million euro EBITDA have you already secured, and what's the duration of these contracts? Closer to five years or closer to 15 years? Thank you.

Evangelos Mytilineos:

Thank you very much, Mr. Masvoulas. EU CRM, as president of the European metals' organization, Eurometaux, I've tried very hard for the CRM initiative. I'm happy it was finally introduced. I have to tell you that until the last minute, aluminum was either in or out. So you can understand what kind of forces play the role as if you are in the list and you can go in and cash the money. There's no money so far. So, as you said, CRM is just what it is. It's a list of critical raw materials at the moment. Let's hope that, ultimately, they will put some money on the table.

Your question is very focused and very correct. One of the reasons why big companies have abstained from working on critical raw materials, and left the initiative to the Chinese, is exactly the cost and the fear how they are going to face a flood of Chinese material if ever it comes to that. That was one of the main hindrance of big FIDs by big companies. And it's understandable. One of the things that we ask from the EU is to establish a floor on the pricing of these critical raw materials. I'm not extremely positive that this will be accepted. I mean, they have other things in their mind, especially defense, at the moment. So the only solution to get into this business, if you're going to go in and stay and not lose your CapEx or lose your time or spend resources, is to be sure that your cost is Chinese-style cost all over.

I can assure you that on the gallium, we don't mind the flood of Chinese gallium, because our cost is lower. That is the only way one should enter this landscape, otherwise it's hugely risky and speculative, which is not the nature of our business. On defense. Defense traditionally is a business with high margins. The skills, the experience, and the know-how required to do advanced defense business is paid by the customer, as well as the prompt deliveries and the agreement on the conventional parts of ... the contractual terms of the contract. The European re-armament is starting now. So I'm not in a position to tell you today how this is going to play out and whether the contracts are going to be for two years, five years, or ten years, as you say. Usually, the contracts, for example, I'll give you an example for a contract that we're going to definitely seek to get with our partners, the Iveco of the Aneeli Group in Italy. The renewal of the Greek military fleet, which is, I don't know, it's 5,000, 7,000 vehicles, whatever.

Speaker X:

15.

Evangelos Mytilineos:

15,000 vehicles. Okay. 15,000 vehicles is going to be probably a 10-year contract, 15-year contract, something like that. This is the nature of this particular contract. Other contracts may be shorter, but I can't say more, because I don't know how Europe ... what kind of rules they're going to establish on defense. Thank you.

Vivian Bouzali:

Okay, let's move to the second question. Okay.

Katsios Nestoras:

Katsios Nestoras from Optima Bank. Thank you for the presentation and also-

Vivian Bouzali:

Yes, go ahead. It's fine.

Katsios Nestoras:

And also, congratulations on your performance over the years. So my first question has to do with London listing. I can see that you are very close to that target considering your market cap at this point. So the question is what do we expect in term of inflows, passive inflows, after the listing? And the second question has to do with the electricity utility business. How do you manage to improve your profitability and performance in the business despite the adverse environment with the volatile electricity prices over the years? Thank you.

Evangelos Mytilineos:

Okay. Utilities do not necessarily make money with high prices. Utilities sometimes go under with high prices as we saw just only two or three years ago. Do you want me to tell you how many big utilities either went bankrupt or were nationalized? I can, if you want. The problem is we have low electricity prices in the market. What's your mix of raw materials? You have enough renewables on the low cost, say LCOE 28 euros. Do you have 63% efficient gas generation? Do you have access to long-term nuclear? So before I answer you this question, you have to tell me what kind of utility is this, and what are they doing? But what I can definitely tell you is that low prices does not mean low profitability for utilities, and high prices mean high profitability. It doesn't work like this. Thank you.

Vivian Bouzali:

And there was another question, I think, right? There were two [inaudible 02:39:21]. There was another one for the passive funds and how-

Katsios Nestoras:

How do you manage the volatility in electricity prices?

Speaker 7:

[inaudible 02:39:29] past flows.

Vivian Bouzali:

The inflows from the past.

Katsios Nestoras:

And also, I asked you, what do you expect after the London listing for the stock in terms of passive inflows, liquidity, et cetera.

Evangelos Mytilineos:

Sorry. Sorry. I tell you what. I never make comments on our stock. Never did I for the last 30 years. I cannot tell you if our stock is cheap, if our stock is expensive, if the passive flows are going to push up the price or the outflows from emerging funds are going to push down the price. I'm not an expert on this. There are people in this room who know this business much better than I do. And I consult them, then I hear them what they have to say, and I do what they tell me. I'm not an expert. And we are not going to the LSE to see our share price going up. That's for sure. If that was the case, that would be a terrible mistake. We have to concentrate on doing our business right. And then the market, sooner or later, will either reward you or punish you. We are very much aware that there are no jokes here. If you mislead the market, you're done. Thank you.

Vivian Bouzali:

Okay, let's go to the next question.

Evangelos Mytilineos:

What about these questions that I have here anyway? Do you want me to go through them?

Vivian Bouzali:

No, no, no, no, no, no. Those questions are from the online. So we will first respond to the ones that they are in the room and then ... okay Fanny.

Speaker 8:

Hello. Hello, from my side. That is Fanny from your [inaudible 02:41:44] Securities here, Mr. President and Chairman. Hi. Sorry, one question on my end. First of all, thank you for the presentation and congratulations on your recent sale on Chilean assets. It's quite a sizable transaction, more than 10% of your market cap. Would it be possible to have any color on the margins around this transaction, and also any potential upcoming deals from your asset rotation portfolio that we should expect in the coming months or in the medium term? Thank you.

Evangelos Mytilineos:

It was a good business. Let's put it this way. It was a good business. It was a difficult business, but it was a good business. And what is more important is that our shareholders and our stakeholders have been assured that the asset rotation model on which we have insisted all along the way are realizing that there is still space in the renewable sector, which has been battered so badly in the last year or two. We are not all the same. I think we know this asset rotation model. We have done dozens of corporate actions on asset rotation. We know it well and we will pursue it further. Wait for the next one. It's also very big.

Vivian Bouzali:

Okay, let's go on this side now.

Krishan Agarwal:

Hi, this is Krishan Agarwal from Citigroup. Congratulations on the strategy which you have put forward. I have four questions, so probably I'll take one by one. The first question is on the impending London listing. So you're coming in a bigger market from a relative set of small market, and the growth plans are also heavy on the metal side. So my question is, how would you like to position the stock or the story to the new set of investor? If I say that, okay, you're going to position as an advanced metal producer with a net long position in the energy, would that be a right proposition?

Evangelos Mytilineos:

Okay. It's difficult to define the split so accurately, as you say. And I remind you, for the fifth time, that that analysis does not include any M&A. So a sizable M&A may change this split from one day to another. I expect, and I think you could understand from the way I spoke before, that I am.

Evangelos Mytilineos:

... before that I am extremely bullish for our circular economy and circular metals business. I expect a lot from this segment. Therefore, I expect the metal side of the business to increase substantially in the medium term. Again, the 220 million that we have put is a conservative figure, but please bear with me. I will feel much better when the medium term comes and I come here with 300 or 350 million than to come here with 100 million.

Krishan Agarwal:

Yeah. Hello. My second question is on the circular metal. I mean, you've been talking very bullish on this new business venture. So once you get into the no processing the residue, how would you position the business, as in is it going to be a stable margin business or you would retain the pricing leverage both on the upside and the downside in that business?

Evangelos Mytilineos:

Being in the commodity markets for decades, I know the volatility. I've been through it a few times in my professional life. All I can tell you at this stage is that the cost level of the circular metal, it is way below the primary metal, way below. So I would sleep at night. When the primaries, they have massive problems, I would make money because I'm not paying for concentrate and I'm not paying for electrolysis either. Way below.

Please.

Krishan Agarwal:

My last two set of question is one is on the cash flow. So the existing metal business and the existing energy business, they're going to make kind of a stable cash flows to support the growth. When you discuss about the CapEx, can you also discuss the trajectory of the net debt from here, how that is going to evolve alongside the delivery and the growth?

Evangelos Mytilineos:

The expansion of the business on the way to the 2 billion, it obviously implies a different level of turnover as well, and I hope also a different level of positive cash flows.

As I said before, and as Christo can tell you a little bit more about it, please, we are very much in control of our cash flows and our ability to finance our investments. That's why we have been so conservative in our M&A activity. The last thing we want is to put shareholders money at risk in order to clinch maybe what is looking an interesting deal, but the risk element is too high. So Christo, if you want to add a few?

Christos Gavalas:

Absolutely. Thank you. So Christian, two words on that. Thank you for asking. The reason why we do have this capital provided to METLEN on these terms is because we maintain that discipline and we have this credit profile and we are mindful that we do not have to go beyond that, ever.

What that means is that you know that 90% of the CapEx that Eleftheria referred to is discretionary. Not more than a hundred as we speak is the money needed in order to maintain the existing assets. Nothing more. Anything else beyond that is monies that are going to be spent in order to grow further more provided, but we're going to keep the discipline within the levels that we have set so far. So yes, funds are there, capital is there, provided that our policy is going to stay as it is.

Krishan Agarwal:

Thanks. My last question is on the organization. I mean organization is getting bigger, more international and probably more diverse with a lot more sectors coming in. Can you share some glimpse as in how you're repositioning the organization to support this explosive phase of growth?

Evangelos Mytilineos:

Well, as I said before, on July 3rd, which is our AGM.

Speaker 10:

June, June.

Evangelos Mytilineos:

June, sorry, we are going to announce the specific transformation steps regarding the organization. I am fully aware, we all are, that we will need a lot of improvements in the organization in order to be able to complete and achieve the targets, the so ambitious targets that we have announced here today.

The good thing about this situation is that a lot of Greeks that left the country during the Greek bankruptcy era, the famous brain drain, are now attracted by the size and the health of our company and are coming and asking for work and they're all very well experienced and very interesting people to get to work. So this is the plus side, but more on that on June 3rd. Thank you.

Vivian Bouzali:

Thank you very much. Let's proceed to the next one.

Nikos Athanasoulias:

Hello, I'm Nikos Athanasoulias from Eurobank Equities. Thank you very much for the presentation. I have two questions on my side. The first one is a question that you have touched upon before, and I would like you to please elaborate. Why did you choose the London Stock Exchange over the New York Stock Exchange?

And given the recent rule changes that enable you to choose the currency that the stock will be denominated, will you opt for the euro or for the sterling pound? And the second question is what are your expectations of the UK market in the context of the waning US exceptionalism? Thank you.

Evangelos Mytilineos:

So Mr. Athanasoulias, your one question answers the other. We avoided the America's ... the New York Stock Exchange because we had foreseen the end of the American exceptionalism. As you can probably see here. So I don't know how the future is going to play out, but I see a lot of problems in the United States. I see a lot of problems in the American society. These are minuses. But on the other hand, I can not underestimate the depth of the American economy and the talent and the technology edge and all this.

But for us, as I said at the beginning in the morning, we are very much at home in London. And London for our size is very much all right. We don't have to be in New York. And we feel at home here anyway. That's important.

Now from what we know, we can now trade in London either in sterling or dollar or euro. I think we have to declare this when we are accepted at the London Stock Exchange. If that is the case and I don't make any mistakes because all this is new, we will remain a euro-denominated stock in the exchange. We are probably going to be the only euro or the first euro stock in the stock exchange.

Vivian Bouzali:

Okay, please go ahead.

Jason Verkloff:

Jason Verkloff, Bank of America. One somewhat simple question I guess. Thanks very much for the presentation. It's a great story. METLEN Energy & Metals I think really tells people what the business is, but we've been broking the story to investors and some people say to me, "Jason, isn't this a conglomerate? They do construction. They do defense. They do concessions. So it says METLEN Energy & Metals. It is mostly energy and metals, but there's all this other stuff." So why isn't this just a conglomerate?

Evangelos Mytilineos:

Thank you, Jason. I wouldn't hesitate to call our company conglomerate if it was one. Maybe your clients have a different idea about a conglomerate. In my mind, a conglomerate is an Indian conglomerate, is a Turkish conglomerate. They have grids. They have textiles. They have ports. They have cinemas. This is a conglomerate. I don't think we exactly look like that.

The defense business, we're not doing guns or ammunition, right? We are not Rheinmetall. We are doing very specialized metallic structures that for example, we take the special steels, we treat them with great know-how and care and at the end of the line you get a little a Leopard tank. But this tank is going to need, again, it's going to need other thing that make defense. So specialized metal constructions for defense is different than maybe what some people have in mind when they talk about defense.

Construction, as I said, has been an enabler for us at the beginning with so many plants that we do and so many of our own stuff. But it has become very successful of its own. So let's not rush to make a guess about the future of this entity. As long as it is improving its numbers, I think it's going to be a very interesting success. That doesn't make us a conglomerate though. What was that?

Jason Verkloff:

Thank you.

Vivian Bouzali:

It's not.

Evangelos Mytilineos:

That does not make a conglomerate. Thank you.

Vivian Bouzali:

Okay, any more questions here because I have some coming from on the line. Okay, I see a few people there.

Richard Hatch:

Hi, it's Richard Hatch from Berenberg. Two questions. The first question on your 2 billion euro EBITDA guidance target range, what about margins? Can you give us a guide as to the margin you are seeking?

And then secondly, on the metals recycling business, the 500 million euro CapEx, do you think you can get any grant funding to fund some of that? And then also, just on the growth of that business, it seems to be a kind of a European-centric business at the moment, but you've talked about your comfort over the scale up of it from the pilot plant. So could this become more of a global business? Thank you.

Evangelos Mytilineos:

[inaudible 02:59:12]

On the 295 million CapEx, which includes bauxite, Alumina expansion, and gallium, we are promised about 90 million in grants. That's from Greek sources, Greek government sources, which is usual for investments of this size. For the EU, we are waiting on the phone, as is usually the case with the EU, but you never know. Regarding the margins, we have to apply-

Vivian Bouzali:

Mr. Chairman, I think the question was for the circular metals, I'm not quite sure if it was for-

Evangelos Mytilineos:

Only for circular metals?

Vivian Bouzali:

Only for circular.

Evangelos Mytilineos:

Not the total.

Vivian Bouzali:

Okay. Yeah.

Richard Hatch:

Yeah, that's great, the circular.

Evangelos Mytilineos:

As I said before to the gentleman over there, the cost of the circular metals way below the primary. What else can I say?

Richard Hatch:

Sorry, it was just, it was a clarification whether I know on the 296 million euros for the gallium and Alumina project, you get some grant funding. So the question is with the 500 million euro project for the metals recovery from the residue, do you think you'll also be able to gain some grant funding for that? And if so, can you steer as to how much?

Evangelos Mytilineos:

These are two different things. The 295, as I said, we get 90 million grant. Is that right? Now let's go to the circular, which is a total of 500. We know nothing of any ... We have announced the figure of the CapEx today. We know nothing if Europe or the Greek government is going to support these investments and by how much.

Am I clear?

Richard Hatch:

Yeah.

Evangelos Mytilineos:

Those are two different things, two different investments. Please.

Andrew Fisher:

Okay, thanks very much. It's Andrew Fisher from Berenberg. Just a couple of questions on the energy side. First of all, an asset rotation, what is a reasonable assumption through the plan in terms of gigawatts that you can build out over the plan, medium term, 2028, and over?

And then also on the power side, could you just talk a little bit, and I appreciate that you said the importance of being able to be profitable in both high and low power price environments, but could you just talk a little bit over the plan how you're assuming the Greek supply curve evolves? Obviously you've got some retirement of some more expensive assets coming off. You've got your own obviously capacity now sort of running all CCGTs, but also there's an evolution towards power exports to neighboring countries. I'm just wondering what are you assuming about the spreads that you can capture from those very efficient CCGTs over that plan please? Thank you.

Evangelos Mytilineos:

Thank you.

Yiannis Kalafatas:

Yeah. Thank you. Can you hear me?

Vivian Bouzali:

[inaudible 03:02:53]

Yiannis Kalafatas:

Okay. I think it was in the presentation we had our pace. We called it at 1.5 to two gigawatt per year. So this is the pace that we had also in the presentation.

Andrew Fisher:

Does that exclude what you're doing in your sales growth about it?

Yiannis Kalafatas:

Yeah. Yeah. This is for the asset rotation as you asked.

Evangelos Mytilineos:

What about the cost curve? The question is how are you assuming the Greek supply curve evolves?

Yiannis Kalafatas:

Okay. So regarding the Greek market, I would say that it was again presented, I think I took 20 minutes of your time saying all the time about volatility and how that will persist also in the future. So we really see a market that will have two phases during the year, a market that is very sensitive in terms of cold spells or heat waves, very sensitive in terms of combination of effects having to do with weather circumstances.

So we expect the market to be highly volatile during the year. And of course we expect the market to be also highly volatile during the day. So there's going to be headroom for operation of gas-fired plants in days where prices will be quite high during the sunset or during the morning peaks. And of course, as I said also earlier, we expect the need of flexible generating assets for the operation of the balancing market where these assets in the future might probably get the most of the revenues.

Vivian Bouzali:

Okay. Let's go to the next question. Over there in the middle please.

Vassilis Roumantzis:

Thank you. Thank you. Vassilis Roumantzis from Piraeus Securities. I would like to ask [inaudible 03:05:16] for your dividend policy if you are going to retain the current payout ratio or you will switch to a progressive dividend policy given that your net income based on your EBITDA projections will grow significantly. Thank you.

Evangelos Mytilineos:

When I said before that this company is a case study because it has a very big CapEx every year and other things, I didn't expect to hear from analysts or shareholders to increase the dividend. At some point we have to keep a balance between CapEx, healthy cash in the bank and dividends. I think our dividend policy has kept our shareholders happy for all the last few years, but on the other hand, the CapEx going forward is very substantial and very promising. So our intention is to keep the dividend at the level of 35% of net profitability, and I hope our increased CapEx will not create a problem to us to keep this promise. Thank you.

Vivian Bouzali:

All right. Should I take some questions from the platform online so we're fair? Okay. Okay, first question. Thank you very much for the presentation and congratulations on your new transformation. It's indeed a great pleasure to see a local company thriving in a challenging environment, creating an active Greek ambassador on a FTSE 100 index. This is Vangelis Karanikas from NBG Securities and I have three questions for Mr. Chairman, and the last two, I would also love to have the input of Mr. Gavalas if possible.

One, you have impressively managed to grow METLEN from almost zero to around 6 billion euros without any capital raise and with just one main and a few bolt-on acquisitions. Moreover, your 2 billion euro EBITDA target does not contain any M&A either. So my question is: Is it fair to assume that the 2 billion euro EBITDA medium term target it's not the end of the growth transformation plans and later may also contain some M&A, which could take you to example the 3 billion EBITDA level or even higher?

Mr. Chairman, do you want to go the first one and then ... ?

Evangelos Mytilineos:

Thank you, Vangelis. You have a great name as well, by the way. So I'll give you the benefit of the doubt. I spoke about that target and I said I am conservative and I explained why I prefer to be conservative. I think that says it all. I do not have to add anything to that. Thank you, Vangelis.

Vivian Bouzali:

Okay, the next question by Mr. Karanikas is one of the key investment themes has been strong growth combined with robust equity returns while maintaining leverage well under control. So my question is: Could the new investment announced today derail your leverage metrics or dilute your returns? And what about future dividend plans in light of these new investments?

Christos Gavalas:

I guess that this has already been answered following what Christian asked before and what Chairman said before regarding another similar question.

Vivian Bouzali:

Okay, and I'm moving to the third one. At the end 2024, you had some non-recourse net debt attached mainly to your renewable projects. From my understanding about completion of the recent deal with Glenfarne, the non-recourse project finance debt of the project will be removed from the balance sheet. Is that correct?

Could you also please let us know with which project is the remaining project finance debt related to and whether is fair to assume that when this asset would be eventually sold, the non-recourse debt would be removed.

Christos Gavalas:

So it's exactly right the way that you think of it, meaning that upon completion of Chilean disposal and collection of funds, these very much certain non-recourse project finance is not going to be repaid. It's going to be transferred to the new owner, in fact. So he's going to buy and he's going to transfer and he's going to assume the debt. The same will apply for each one of the coming assets through the asset rotation model that we are running. It's exactly similar and it's the self-funded model that we run.

Vivian Bouzali:

Okay, I'm going to take one last one from the platform online and it says the following. Good afternoon. This is Ioannis Nikokirakis from Alpha Finance, member of Alpha Bank in Greece. Mr. Mytilineos, you have always been ahead of developments, always preparing the group to maneuver amidst of any adverse conditions. You have long talked and prepared your M Renewables business. It now seems it breaks in profitability record after record, and you're aiming to reach another record performance from M Renewables along this year again. Do you now feel vindicated Mr. Mytilineos about METLEN's unique, okay, hybrid RES model which combines operating assets with asset rotation?

Evangelos Mytilineos:

Okay. First of all, yes, I have to say that I am proud of many segments, many business units and many divisions of the company, and I do not want to distinguish the performance of any division from where I'm sitting now. But that wouldn't be fair. They're all very good and very efficient and they work day and night for the group.

However, I have to say that the performance of the M Renewables segment of the energy group has been outstanding under the leadership of Yiannis Kalafatas and Nikos Papapetrou who has started the business in the first place before we got together. And I want to thank him for this and for his continuing efforts in the very difficult renewable space.

People who know can tell you a lot how difficult the renewable space has become, and then you can realize how difficult is to make that much money from the renewable space. Therefore, although I never would distinguish, I have to say a very big thank you to Nikos and his team in the M Renewables.

Vivian Bouzali:

Okay. I guess we are three hours and 15 minutes. We did well. Before we invite you to have a nice bite and a little bit of wine and celebrate this day with us, would like to thank you all on behalf of CEO and the Chairman, the leadership team, and all the executives that are here today and show you the last video for today. Please.

Evangelos Mytilineos:

Bear with us one minute.

Speaker 9:

In life, there are many paths to cross. Many lines you can take the path of the creator, the one who strives every day for a new idea. The path of the scientist and the path of the artist, for the one is incomplete without the other. The striding path where the longest steps will take you there, everywhere. The path of responsibility leading to the common good, and the humble path that illuminates the past and embraces the future. Most of all, the always evolving path, the one that knows no stop and can only take you forward.

Many paths, many lines. But if you can unite all these to one, and make it something bigger and make it your power, your road, then you can really make a difference. Then you are METLEN, forging a better, safer, and more resilient world by powering economies, creating opportunities, and investing in critical raw materials, always ahead of the global trends, leading the global energy transition. Transforming industries in more than 40 countries across the five continents with a commitment that goes beyond business, driving progress, shaping tomorrow, always made of metal and full of energy. METLEN, Energy & Metals.

Vivian Bouzali:

Thank you very much. It was our pleasure.